



**THE SUMMATIVE AND FORWARD-  
LOOKING EVALUATION OF THE MARKING  
OF THE TENTH ANNIVERSARY  
OF THE INTERNATIONAL YEAR OF  
VOLUNTEERS**

*Final Report*

**July 8, 2013**

**Submitted by Kallick Russell Consulting, LLC**



## Executive Summary

### 1. Introduction

The Summative and forward-looking evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers (IYV+10) was commissioned by the United Nations Volunteers Programme (UNV) to assess its response to the UNGA mandate, moving beyond the project level. This corporate evaluation mainly focused on UNV's efforts during the most active period of IYV+10 (2009-2011). The report provides a foundation for evidence-based reflections and decision-making for future corporate initiatives, documenting the successes and challenges in implementing these efforts and providing a framework for incorporating their experiences into concrete next steps.

### 2. Methodology

The evaluation team used a participatory, mixed methods approach to ensure a range of inputs were obtained. Secondary data was compiled and analyzed in a comprehensive Desk Review. Primary data was collected through key informant interviews; analysis of media coverage; surveys administered to UNV staff, other UN entities, global partners, and national stakeholders; and a workshop with key UNV staff.

***Limitations of the Methodology:*** The key limitations for this evaluation were: 1) the broad scope, which provided difficulty in focusing the overall evaluation; and 2) the lack of accessibility or opportunity to collect data from a sufficient range of sources for validation and triangulation.

### 3. Background and Rationale

The General Assembly (UNGA) proclaimed 2001 as the first International Year of Volunteers (IYV) to enhance the recognition, facilitation, networking and promotion of volunteer service. In 2001, the UNGA requested follow-up reports to IYV on a tri-annual basis, the last of which called for the marking of the 10th anniversary of IYV (IYV+10). A later UNGA resolution designated UNV as the focal point for IYV+10 and requested it to continue to raise awareness of the contribution of volunteerism to peace and development, to act as a convener on the subject for the various interested stakeholders, to make available networking and reference resources and to provide technical cooperation to developing countries, upon their request.

UNV implemented two projects – IYV+10 and State of the World's Volunteerism Report (SWVR) – along with participating in other activities related to its role as the focal point. As corporate priorities, the UNV Office of the Executive Coordinator was directly involved and served in key roles throughout implementation. During IYV+10, UNV organized Regional Consultations, a Global Volunteer Conference, and co-organized the UN DPI NGO

Conference. Numerous events were also held at the national level with the support of the UNV Field Units (FUs). The first ever SWVR was launched in the General Assembly and 77 countries.

## 4. Findings

Overall, UNV was able to accomplish a tremendous amount with limited human and financial resources. This section provides the necessary evidence to answer the key evaluation questions agreed upon in the Inception Report and organized around themes identified in the evaluation matrix.<sup>1</sup>

### 4.1. Relevance

UNV's efforts in marking IYV+10 were both internally coherent, aligning with UNV's strategic goals and priorities, and externally coherent, aligning with participating stakeholders' mandates and interests. The UNGA mandate and UNV's activities were directly aligned with UNV's corporate plan, enhancing and expanding its ability to achieve its outcomes and outputs. UNV reached out to include stakeholders with similar interests and was sensitive to the interests in its execution and support of IYV+10 activities.

***UNV's activities and actions were directly aligned with its Corporate Plan:*** The marking of IYV+10 enhanced the recognition, facilitation, networking and promotion of volunteerism. It also enhanced recognition of UNV's critical role in peace and development, and it contributed to UNV's ability to achieve its corporate outcomes and outputs.

***UNV's activities and actions were also directly aligned with the UNGA mandate:***

- **Raise awareness:** A number of events, reports and declarations were produced that increased awareness and enhanced dialogue about volunteerism.
- **Act as a Convener:** UNV was well positioned to play a convening role for IYV+10 activities and was successful in bringing together stakeholders in a meaningful way.
- **Make available networking and reference resources:** SWVR was a significant contribution as a reference resource on volunteering. UNV's support to networking was most prominent at the national level.

### 4.2. Effectiveness

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<sup>1</sup> See Annex 1

UNV's efforts in marking IYV+10 were effective. High quality documents, meetings, conferences and activities were reported across the globe. UNV assumed the roles of leader and supporter appropriately, depending on the context.

***UNV played a strong role as focal point for the marking of IYV+10:*** Acting as a convener and focal point for IYV+10 allowed UNV to build on its already on-going activities and corporate commitments, and expand its reach and impact. UNV played a strong role in IYV+10 events.

***UNV's efforts in IYV+10 increased its visibility and expanded its image as a substantive contributor to global dialogue on volunteerism:*** Through IYV+10 activities, UNV increased its visibility through its coordination and support of awareness-raising and promotion of volunteerism. SWVR provided a significant boost in UNV's substantive contributions to dialogue on volunteerism.

***UNV's efforts in IYV+10 increased its positioning in the UN system:*** Though difficult to accurately measure and attribute, stakeholders reported UNV as more visible and playing a more significant role within the UN system since IYV+10; specifically around youth, post 2015, continuing SWVR, the Decade of Volunteerism, and within country offices.

***UNV's efforts in IYV+10 had limited joint-initiatives with EYV:*** Although UNV participated in a number of EYV events and shared information; there were few joint-initiatives between IYV+10 and EYV, given their synergies. At the national level some national coordinators and stakeholders leveraged the two within their particular contexts.

***UNV's role as a norm-setting organization:*** UNV articulated its intention to be a norm-setting organization in its project documents. However, the definition and appropriateness of exactly what was meant by norm-setting for UNV was not clear to staff or in documents.

***UNV contributed to IYV+10 across the board, with its biggest impact at the national level:*** Having IYV+10 as a corporate priority helped to energize and focus staff's efforts to accomplish a large amount in a short period of time. At the national level, IYV+10 was a welcome opportunity to enhance their on-going work through activating national committees and increasing visibility. Limited funds inspired creative collaborations, though more funds could have leveraged even more activities.

***Limited range of stakeholder representation:*** UNV involved a number of stakeholders at both the global and national levels to convene or collaborate on IYV+10-related activities, though they were lacking in geographic and sectorial diversity.

**Communications:** At the heart of a communications strategy is messaging; which was less clear for IYV+10 and better for the SWVR. Many reported a lack of understanding of how to talk about IYV+10, while the message for the SWVR launch was clear and the FUs felt

sufficiently prepared. In fact, they continue to refer to the report today. UNV expanded and experimented with its use of social media channels, where Facebook and Twitter were the most effective. And the more traditional media coverage for IYV+10 efforts was mostly focused on the SWVR launch.

***Limited integration of lessons learned from 2001:*** A number of useful lessons learned were generated after IYV in 2001, some of which were incorporated into IYV+10 documents, activities and management. However, due to time constraints and other factors there was limited follow-up and success.

### **4.3. Efficiency**

UNV was able to achieve a large number of successes in a short period of time. However, UNV was less efficient in ensuring their goals were accomplished relative to costs, in leveraging activities and resources with other projects or organizations, and in monitoring its work to support evidence-based decision-making.

***UNV provided high quality materials and was fairly timely in its response to needs:*** Overall, UNV staff and external stakeholders felt that the materials provided by UNV were high quality and useful. Furthermore, UNV staff and stakeholders highly rated UNV's ability to respond to internal and external needs.

***Start-up delays and less effective project management hindered efficiency of implementation:***

The months of delay during the project approval process significantly shortened the amount of time available for implementation. In addition, Project team tensions, over-extended meetings, and frequent changes in decisions caused challenges in the planning and management. These challenges hindered the implementation at the global, regional and national levels and negatively affected the stress levels and life-work balance.

***Use of human capital – particularly the national coordinators – was a strong balance of cost to value-added:*** As a corporate priority, all UNV staff was involved in marking IYV+10, increasing expectations of staff efforts. Interns and online volunteers also contributed substantively to both the SWVR and IYV+10 projects. One of the greatest added values was the support of the national coordinators, who considerably enhanced the Field Units' capacities.

***Some large budget activities were not fully capitalized and, therefore, created an imbalance in allocation of financial resources relative to value-added:*** UNV invested over USD \$6.3 million in the two IYV+10 projects. In both projects, large expenditures were allocated to activities that expanded UNV's visibility and substantive role. However, lack of sufficient planning hindered their impact. Although, there were some occasions where UNV leveraged resources to offset costs.

***Monitoring and knowledge management mechanisms were limited:*** There was little systematic monitoring of UNV's efforts, which limited benchmarking, evidence-based reflection and decision-making, and effective measuring of success. In addition, the informative documents and spreadsheets that were created at the end of the projects to facilitate continued efforts are not written in a way that is easily actionable nor are they broadly shared.

#### **4.4. Gender Dynamics**

Addressing and incorporating gender dynamics is a thematic priority at the UN. For SWVR, incorporating gender dynamics into their work was a strategic decision and was reflected in its implementation, in the consultation meetings' agendas, in the content of the report and in contracting decisions, among other areas. Most of the activities for the IYV+10 project did not sufficiently address gender dynamics, with limited examples of gender included at the national level and no systematic monitoring or reporting of gender-related activities.

#### **4.5. Impact**

UNV has accomplished a considerable amount as a small organization with limited visibility and human and financial resources. After only one year since the completion of IYV+10, there are already signs of UNV becoming a more substantive actor. UNV has been facilitating and participating in substantive work on promoting and advocating for volunteers and volunteerism within the UN system and with other partners and stakeholders. The most significant impact has been the SWVR's contribution to on-going substantive dialogue, the strengthening of national volunteer infrastructures and UNV's heightened role within UN system-wide initiatives.

#### **4.6. Sustainability**

Despite the lack of specifically planning an exit strategy or continuation plan, a number of isolated areas of sustainability have emerged, demonstrating the strong positive and practical impact of UNV's efforts.

- Building on the outcomes of IYV+10, UNV will continue producing the SWVR and engaging in the post-2015 agenda through two corporate projects.
- SWVR continues to be used as a reference in scholarly pieces, trainings and in presentations on volunteerism.
- National and global actors continue to build on IYV+10 gains, most significantly among national stakeholders who continue to strengthen their collaborations and national committee efforts.

### **5. Conclusions**

UNV was successful in fulfilling its mandate and in marking the 10<sup>th</sup> Anniversary of the International Year of Volunteers. UNV's efforts were directly aligned with the UNGA mandate and its Corporate Plan. It was generally effective in its implementation, with the most meaningful and significant impact at the national level. Efficiency was lacking,

however, causing significant delays, confusion, tensions and unbalanced expenditures. Gender dynamics were well incorporated into the SWVR project, less so in the IYV+10 project. The on-going activities that continue to build on IYV+10 demonstrate the meaningful and practical impact of these efforts.

## **6. Best Practices and Lessons Learned**

- UNV played a strong and unique convening role.
- As a corporate priority, efforts had a broader impact.
- Broader outreach and strategic follow-up would increase impact and resource mobilization.
- Advocacy was meaningful and accurate when built from the ground up; next critical step is linking policy back to the ground.
- National committees were key to facilitating strong national impact and sustainability.
- National coordinators provided significant, cost-effective contributions to the effort.
- Capitalizing and leveraging the initiative's resources strengthened efforts and reduced costs, though examples were limited.
- Limited ownership within UNV HQ meant inhibited implementation and impact.
- Lack of monitoring severely limited UNV's ability to measure its impact.
- Lack of strategic and timely decision-making led to inefficient implementation, particularly as they relate to clarity of roles, responsibilities, and time commitments, and project approval, recruitment, procedures and team building.

## **7. Recommendations**

UNV already has a number of initiatives directly evolving from its efforts in marking IYV+10: the next version of the SWVR, the post-2015 project, and the upcoming Decade of the Volunteer. These are all exciting opportunities for UNV to build on its successes. In the context of a challenging global economy and the small size of the organization, the following are strategic recommendations based on the learnings from the evaluation with suggestions mapping out specific ways in which UNV might address those recommendations. The next step will be for UNV staff to reflect and take action to determine how these recommendations should be specifically integrated into on-going or future work.

- 7.1. Develop a theory of change for each initiative to articulate a clear purpose and goals, implement effectively and efficiently, and continue to build on initiative's gains after initiative is completed.

UNV should take full advantage of corporate priorities and initiatives to help the organization move forward. This can only be accomplished with sufficient planning and resources to institutionally maintain and build on the outcomes of these short-term, catalytic investments. Developing a theory of change for each initiative through an internal,



participatory process will provide a clear purpose and framework for successful implementation and a common understanding across the institution. Included in this theory of change should be a clear exit or mainstreaming strategy to ensure the gains and lessons learned from the initiative continue to be built upon. The following are some specific ways in which the organization might fulfil this recommendation:

- Conduct a participatory theory of change exercise to map out the vision, change statement and logic framework for the initiative.
- Streamline the project approval process to facilitate an earlier start.
- Incorporate activities into work plans at all levels (as is relevant) throughout the institution to allow staff to dedicate sufficient attention to all tasks.
- Incorporate job rotations into project staffing to minimize recruitment time and learning curve.
- Define an exit strategy with identified roles and responsibilities to mainstream and continue building on the gains of the initiative, considering both internal and external actors.

7.2. Plan from inception how to capitalize on heightened stature to increase resources and mobilization.

Given the high level of attention and resources dedicated to these efforts and their great successes, UNV should create plans, nationally and globally, on how they will capitalize on the myriad of ways in which their efforts have expanded their potential partnerships and collaborations. These plans should be developed as part of the theory of change from the beginning and integrated into work plans throughout the process and beyond. In addition to the outreach to UN agencies and linkages through UNVs, the organization should reach out to former UN Volunteers who are often well positioned within the UN system and other like-minded organizations. The following are some specific ways in which the organization might fulfil this recommendation:

- Develop on-going, shared database with notes about discussions and activities related to particular donors, partners and others, with clear lines of communication and responsibilities between implementation staff and Partnerships and Communications Division.
- Incorporate follow-up activities into the work plans of the staff that are responsible for that work.
- Improve and expand guidance notes for FUs on how to follow-up with national partners about potential resource or volunteer mobilization opportunities.
- Ensure sufficient space and clarity in FU work plans to include the responsibility to explore potential partnerships.
- Create or strengthen a mechanism for global, on-going peer-to-peer dialogue, which might be through Facebook or another web-based format.
- Create opportunities for continued regional dialogue and activities, such as developing or strengthening regional networks, web-based formats, or other means

that will provide on-going interaction that will build from the regional or global meetings.

**7.3. Strengthen work on promotion and advocacy of volunteerism through capacity building of national volunteer mechanisms.**

UNV should continue to support the cycle of advocating volunteerism by facilitating concepts from the national level to regional recommendations to global declarations and then ensure that those declarations are utilized to strengthen national volunteer policy and infrastructure. UNV should expand its efforts in supporting and building the capacity of national coordination mechanisms to ensure local ownership and sustainability. These activities should be strategically designed to include representation of the disadvantaged and disenfranchised (particularly women, youth, rural areas and southern hemisphere) to increase validity and ownership of the work.

There should also be opportunities to engage countries throughout the entire world, particularly with those countries where there is a keen interest in promoting volunteerism. In addition, UNV should continue to seek out opportunities to raise awareness and build relationships with groups that are not typically aware of the role of volunteerism, such as the DPI-NGO conference where participants were focused on environmental issues and learned about the role of volunteerism within that context.

**7.4. Facilitate norm setting, but not strive to be a norm-setting organization.**

UNV is perfectly positioned to facilitate substantive, intellectual dialogue around norms and standards in volunteerism. However, it is not equipped at this stage with sufficient expertise and resources to be a norm setting organization.

**7.5. Establish a useful and feasible monitoring system that is aligned with initiative and corporate outcomes.**

UNV must develop an on-going monitoring system that measures key data related to its corporate outcomes and overall impact, such as basic information on volunteer infrastructure within different countries. In addition, an appropriate monitoring system at the initiative level will facilitate improved accountability and implementation by encouraging evidence-based management and decision-making. These should be user-friendly systems that will measure progress and encourage reflection for adjustments and adaptation. The system must have a clear baseline, timely data collection and analysis, consolidation of reports and clear reporting roles and responsibilities to ensure accurate, verified data collection. The data collected from the initiative's monitoring should feed into the on-going organizational monitoring process. The following are some specific areas to

monitor to help the organization fulfil this recommendation and improve its capacity to measure its impact:

- Number and type of activities of national committees
- Number and type of activities of volunteer networks
- Extent to which national volunteer policies exist and when they were established
- Number of hits related to social media activities
- Number of references to SWVR in other work

**7.6. Continue to build communications capacity throughout the organization.**

For similar upcoming initiatives, UNV should build on the communications training that occurred throughout the organization for the SWVR launch by developing clear and useful communications tools and products with sufficient time and resources to train and support relevant staff across the organization. The communications tools should be carefully selected according to the expected results. In addition, UNV should maximize communications resources with UN agencies, national VIOs, global and national media, UN communications units at both HQ and national levels. Finally, UNV should focus on the social media sites - Facebook, Twitter, YouTube – which proved to be more effective at engaging stakeholders or followers in general.

**7.7. Intentionally and strategically incorporate gender dynamics into all work.**

As a thematic corporate priority, UNV should intentionally and strategically incorporate gender dynamics into all of its work. The following are some specific ways in which the organization might fulfill this recommendation:

- Ensure that all events take into consideration the power dynamic between participants, strategically balancing according to gender, position, role, etc. to ensure all voices are heard.
- Ensure that the voices of experts on volunteerism and gender are included (at an appropriate level for the context) within every event.
- Ensure that gender dynamics are discussed and articulated in dialogue about the development of declarations on volunteerism
- Ensure that global declarations and UNV-supported studies on gender and volunteerism are taken into consideration in more specific policy discussions.

**7.8. UNV should build on the SWVR's success and learnings to develop a more focused report, an inter-related process of data gathering and dissemination, and a simplified implementation strategy.**

UNV produced a good quality report that raised the stature and quality of involvement of the organization. Since the SWVR is planned to continue and should become a signature document for UNV, the following are some specific ways in which the organization might fulfil this recommendation:

- Define more focused topics for the report from its inception. The content of the SWVR should be finalized before UNV commissions background papers or recruit technical staff as well as UNV online volunteers.
- Create one Technical Advisory Board once the topic for the next SWVR is determined. Given financial constraints, a High-Level Advisory Board should only be included with minimal expense (eg, virtual meetings or piggy-backing with other events).
- Leverage UNDP's responsibilities with UNV to provide resources, knowledge networks and regional centers at the national, regional and global levels throughout the development and dissemination of the report, as is useful.
- Leverage events with other partners and stakeholders, maintaining their interest throughout the process to encourage ownership and enthusiasm for dissemination and utilization.
- Involve UNV staff in SWVR from the very beginning to benefit from their wealth of knowledge and experiences, as well as increase ownership and support across the organization.
- Create a system that will allow for inputs from a representative range of stakeholders, with each topic building on the last. For example, during a dissemination meeting of a current report, themes for the next report are discussed to generate relevant inputs. And inputs from these stakeholders are aligned with the new topics to ensure relevance.
- Create a strategic promotion process with sufficient allocation of funds, including guidance for UNV FUs on ways to encourage dialogue within their countries on the report's content.

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## **List of Acronyms and Abbreviations**

EU	European Union
EYV	European Year of the Volunteer
FAO	Food and Agriculture Organization
FU	Field Unit
IFRC	International Federation of the Red Cross
IUNV	International United Nations Volunteer
IYV	International Year of the Volunteer
IYV+10	10 <sup>th</sup> Anniversary of the International Year of the Volunteer
NUNV	National United Nations Volunteer
ONY	UNV's Office in New York
PAC	Project Appraisal Committee
PO	Programme Officer
PM	Portfolio Manager
SG	Secretary General
SWVR	State of the World's Volunteerism Report
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers programme

## 1. Introduction

The Summative and forward-looking evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers (IYV+10) was initiated by the United Nations Volunteers programme (UNV) and grounded in its general interest in learning from its experiences. The evaluation assesses UNV's response to the UNGA mandate, moving beyond the project level, to provide insights to UNV's activities at the corporate level. This evaluation mainly focused on UNV's efforts during the most active period of IYV+10 (2009-2011) while also addressing key relevant initiatives or activities which took place prior and post these most active years.

This report provides UNV with a foundation for evidence-based reflections and actions around future UNV corporate initiatives. It documents UNV's successes and challenges in implementing their efforts for marking IYV+10 as they relate to relevance, effectiveness, efficiency, gender and sustainability. The lessons learned and recommendations provide a framework for UNV to consider as it incorporates these experiences and learnings into concrete next steps.

## 2. Methodology

The evaluation team used the following methods for data collection to ensure that inputs from a wide variety of stakeholders and perspectives were received through a range of qualitative and quantitative methods. To ensure accuracy of the findings and usefulness of the recommendations, the team employed a collaborative and participatory approach – when possible and appropriate – including inputs from a broad range of stakeholders, deepening the evaluation's analysis and findings. Utilizing this type of participatory approach in conjunction with mixed methods of data collection enabled participants to reflect and learn throughout the evaluation process.

- **Inception Report:** The Inception Report was developed based on a preliminary review of documents and consultations with key staff at UNV Bonn. It outlined a framework for the entire evaluation process and the final report.<sup>2</sup>
- **Desk Review:** A comprehensive compilation of initial information based on existing documentation provided by UNV. The desk review report outlined the existing

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<sup>2</sup> See Annex 1

information and provided insight into what more needed to be gathered through primary data collection

- **Stakeholder Surveys:** Four survey questionnaires were designed to answer aspects of key research questions from the respective stakeholder groups – UNV staff, other UN entities, global partners, and national stakeholders. The surveys were mainly disseminated through UNV’s already existing list. The national survey was conducted in English, Spanish, and French.<sup>3</sup>

Survey	Number of Respondents
National Stakeholders	86
UN Entities	21
Global Partners	126
UNV Staff	121

- **Key informant interviews:** Fifty-three interviews including 15 at the national level were conducted with a cross-section of IYV+10 and SWVR project teams, UNV staff, partners, and national stakeholders for an in-depth exploration of their experiences and reflections. A cross-section of stakeholders was selected according criteria such as geographic location, profession, gender and type of involvement in the project.<sup>4</sup>
- **Analysis of media coverage:** Building on the pre-existing media coverage analysis, the team conducted an assessment of the extent to which the media - including social media – was used effectively to communicate UNV’s messages on the IYV+10 initiatives and engage stakeholders as well as public. The evaluation team reviewed a sample of 50 English print and online media texts, providing a deeper analysis of their content and insights into which media-related activities were most effective and efficient.<sup>5</sup>
- **Mapping of policy on volunteerism 2010-2012:** An analysis of a map of policy documentation, provided by UNV’s Office in NY (ONY), representing the language on volunteerism as it was included in new policy discourse and actions on volunteerism at the global level.
- **Workshop:** A workshop was conducted with key UNV staff to reflect on the preliminary analysis, collaboratively discuss their implications and explore concrete recommendations.
- **Final Report:** This final report answers the key evaluation questions as defined in the TOR and Inception Report, including detailed evidence. The findings, lessons

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<sup>3</sup> See Annex 4

<sup>4</sup> See Annex 2

<sup>5</sup> See Annex 3



learned and recommendations are based on the preliminary analysis and the inputs of the workshop participants. This report is written with the intention of client utilization, paying attention to the integration of findings into on-going and future UNV initiatives, programs and modalities.

**Limitations of the Methodology:**

As with any evaluation, there are limitations to the context and methods used. UNV's interest in reviewing and reflecting on its work from a corporate perspective is commendable and worthwhile. However, from an evaluation perspective, the lack of an overall results framework for UNV's efforts in marking IYV+10 meant that the scope and focus of the evaluation was broad and at times vague.

Another limitation was the lack of field visits, which significantly limited access or availability of a sufficient range of sources to more effectively validate and triangulate data. Whereas the IYV 2001 evaluation did include field visits with in-depth interviews of a broader range of national stakeholders, providing an opportunity for deeper understanding of the impact of UNV's work. Even so, some interviews were conducted for this evaluation with national committee members and global partners who provided valuable insights.

Finally, the analysis of the fifty media clippings only in English limited the scope of the review as it could only include English language media from various regions.

### **3. Background and Rationale**

UNV's efforts in marking IYV+10 were built upon earlier efforts by UNV and its on-going work on volunteerism, contributing to UNV's ability to achieve its current corporate plan and three pillars – advocacy, integration and mobilization. During the decade since the first IYV in 2001, UNV's mandate has expanded and evolved. This evolution provides a context and understanding of the strengths and constraints of UNV as the focal point for IYV+10 efforts.

**IYV 2001**

The United Nations General Assembly (UNGA), through a resolution sponsored by Japan, proclaimed 2001 as the first International Year of Volunteers (IYV) to enhance the recognition, facilitation, networking and promotion of volunteer service particularly at the local level. UNV was designated as the focal point for preparations, implementation and follow-up of the Year. The first IYV was considered a significant success, where important steps were taken at both international and national levels, contributing to strengthening of the global volunteering movement. The UN SG report to the General Assembly (A/57/352, 2002) also underlines the role UNV played in enhancing the recognition, facilitation, networking and promotion of volunteerism during 2001.

### **Evolution of the UNV's Mandate and the Global Context**

Following the resolutions 56/38 and 57/106, the mandate of UNV was then expanded to include 'global recognition of volunteerism for peace and development' and 'integration of volunteerism into peace and development' in addition to the 'mobilization of volunteers contributing to peace and development'. UNV developed and operationalized a new business model outlining the three focus areas as well as organizational support structure. Through additional General Assembly resolutions and the Executive Board decision in 2008, UNV was asked to promote youth volunteering,<sup>6</sup> to include community-centered natural resource management and climate change and to incorporate volunteerism in the environment and climate change agendas of governments and the United Nations.<sup>7</sup> The evaluation of UNV's mandate led a change management process and eventually a new structure that was introduced in 2010 to respond to new needs of the organization. While advocacy and integration of volunteerism are key areas of UNV's work, mobilization of volunteers remained core business of the organization that provides the key contribution to its budget.

In 2011, the deepening global economic crisis coupled with political and social crises posed potential challenges to the implementation of IYV+10. The year was marked by the Arab spring and many other protests demanding good governance and equality. However, the legal and policy environment for civic engagement remained largely disabling in many countries.<sup>8</sup> The decreasing funding was another challenge faced globally by the UN agencies as well as the civil society organizations. It is within this challenging global context that UNV was designated as the focal point to mark the tenth anniversary of IYV in 2011 with an expanded mandate and a new organizational structure.

### **Towards IYV+10**

Following the Secretary General's reports on the follow-up implementation of IYV in 2002, 2005 and 2008, the General Assembly called for the marking of the tenth anniversary of IYV in 2011.<sup>9</sup> The resolution invited governments, with the active support of the media, civil society and the private sector, development partners and the relevant organizations and bodies of the United Nations system, to carry out activities focused on marking the tenth anniversary of the International Year (IYV+10), in 2011, at the regional and national

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<sup>6</sup> UNGA Resolutions 31/131 and 56/38

<sup>7</sup> UNGA Resolution 63/153

<sup>8</sup> CIVICUS, The State of Civil Society Report 2011

<sup>9</sup> UNGA Resolution 63/153

levels.<sup>10</sup> United Nations Volunteers programme was designated as the focal point for the follow-up to the International Year of Volunteers.

As the focal point for IYV+10, UNV organized a consultative meeting with 28 partners representing international and regional volunteer organizations, civil society, seven UN agencies and two governments (Japan, Germany) in October 2009 in Bonn to discuss preparations for IYV+10 in 2011. After a two-day meeting, the group developed a draft Global Plan of Action that served as an overall roadmap for UNV and its partners in marking of IYV+10. As outlined in the Global Plan of Action, a Vision Statement and a Global Call for Action were produced as tools for the stakeholders to coordinate efforts in marking IYV+10.

To fulfill its mandate, UNV implemented two inter-related projects: the Marking of IYV+10 project and State of the World's Volunteerism Report (SWVR). As stated in the IYV+10 project document, the SWVR and the IYV+10 projects were conceptually linked in so far as they aimed to promote volunteerism in all its diversity during IYV+10. The marking of the tenth anniversary of IYV aimed at strengthening recognition, promotion, facilitation and advocacy of volunteerism, and was expected to enhance recognition of UNV's critical role in peace and development and its role as a norm-setting organization on volunteerism in the United Nations System. The marking of IYV+10 was one of the six major Corporate Priorities for the period 2010-2011.

As both projects were corporate priorities, the UNV Executive Coordinator and the Deputy Executive Coordinator served as the Executives of the SWVR and IYV+10 projects' boards respectively. In addition, the SWVR project had two advisory boards, the High Level Advisory Board (HLAB) and the Technical Advisory Board (TAB). HLAB was formed to review and advise on the Concept Note, and then to review the first draft of the SWVR. In addition, TAB was established to review and comment on the conceptual framework, methodology and outline of the SWVR, review the first and final draft and participate in the official launches and subsequent media campaigns to promote the report and to advocate for volunteerism. It is stated in the SWVR project report that TAB provided important guidance in terms of identifying the main purposes of the Report and finalizing its content. An SWVR Readers Group comprised of UNV senior management and technical staff also provided valuable input to the report's drafts.

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<sup>10</sup> A consultative workshop which was organized by UNV and hosted by the International Federation of Red Cross and Red Crecents Societies (IFRC) helped shape the content of the Report that provided the foundations of the General Assembly Resolution 63/153 in 2008.

The following table lists the key IYV+10 activities implemented by UNV at global, regional and national levels.

**Table 1: IYV+10 Activities**

<b>Global Level</b>
<b>IYV+10</b>
Global Coordination Mechanisms for IYV+10
DPI-NGO Conference “Sustainable Societies. Responsive Citizens”
Global Volunteer Conference: Volunteering for a Sustainable Future
UNGA sessions held on 5 December 2011
Multi-media Exhibition at the UN HQ: All Walks of Life: Volunteers of the World
All Walks of Life, Volunteers of the World Compendium
Beyond IYV+10: Consultative Meeting
Sharing Global Voices workshop
<b>SWVR</b>
High-Level Advisory Board (HLAB) Meeting
Technical Advisory Board (TAB) Meetings
Civil Society Consultation Meeting
SWVR Dissemination & 79 Launches
<b>Regional Level</b>
<b>IYV+10</b>
6 Regional Stakeholder Workshops
<b>SWVR</b>
8 Regional Consultations <sup>11</sup>
<b>National Level<sup>12</sup></b>
<b>IYV+10</b>
Placement of 45 National IYV+10 Coordinators
Support to IYV+10 National Committees

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<sup>11</sup> Regional Consultations were organized in Eastern Europe/CIS, Middle East and Northern Africa, Western Europe, North America, Francophone Africa, Anglophone Africa, Asia/Pacific and Latin America.

<sup>12</sup> See Annex 5

## 4. Findings

Overall, UNV was able to accomplish a tremendous amount with limited human and financial resources in a short period of time. The following findings are based on the extensive document review and analysis conducted for the Desk Review, the media coverage analysis, and the broad primary data collection process and provides the necessary evidence to answer the key evaluation questions agreed upon in the Inception Report. They are organized around the themes identified in the evaluation matrix: relevance, effectiveness, efficiency, gender dynamics, impact and sustainability.<sup>13</sup>

### 4.1. Relevance

UNV's efforts in marking IYV+10 were both internally and externally coherent. The UNGA mandate and UNV's activities were directly aligned with UNV's corporate plan, enhancing and expanding its ability to achieve its outcomes and outputs. UNV reached out to include stakeholders with similar interests and was sensitive to the interests in its execution and support of IYV+10 activities.

#### Key evaluation questions:

- To what extent were UNV's efforts to mark IYV+10 aligned with its corporate plan and priorities?
- To what extent were UNV's activities and actions in the marking of the IYV+10 aligned to the mandate given by the UNGA (resolution 63/153)?
- To what extent were UNV's efforts to mark IYV+10 aligned with stakeholders' (VIOs/CSOs, UN entities, etc.) efforts, interests and needs?

#### 4.1.1. *IYV+10 was directly aligned with UNV's corporate plan and priorities*

Overall, there was a strong internal coherence and relevance of UNV's efforts in marking IYV+10, due to the direct alignment of UNV's activities with the UNGA resolution, UNV's

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<sup>13</sup> See Annex 1

corporate priorities with the resolution's mandate, and the organization's activities with those priorities.

The UNGA resolution (63/153) invited governments, with the active support of the media, civil society and the private sector, development partners and the relevant organizations and bodies of the United Nations system, to carry out activities focused on marking IYV+10 at the regional and national levels.<sup>14</sup> UNV was designated as the focal point for the follow-up to IYV and was requested to continue to raise awareness of the contribution of volunteerism to peace and development, to act as a convener on the subject for the various interested stakeholders, to make available networking and reference resources, and to provide technical cooperation to developing countries, upon their request. The marking of the IYV+10 was expected to enhance the recognition, facilitation, networking and promotion of volunteerism and to enhance recognition of UNV's critical role in peace and development as well as volunteerism norm-setting in the UN system. UNV intended to contribute to the following Corporate Plan Outcomes through its efforts in marking IYV+10.

- Outcome 1: *Contribution of volunteerism to development is recognized globally.*
- Outcome 2: *Volunteerism is integrated into development policies, strategies and programming.*
- Outcome 3: *Volunteer engagement in development is strengthened and diversified.*

The two UNV projects specifically related to IYV+10, namely the SWVR and the IYV+10 projects, were then aligned with the following corporate plan's outputs:

- Output 1.1. *Status of volunteerism and its contribution to development is documented and shared.*
- Output 1.2 *Partnerships to promote volunteerism for development built and strengthened with and among UNV's key stakeholders.*
- Output 1.3 *Awareness on volunteerism and its contribution to development raised among UNV's key stakeholders.*
- Output 1.4 *Support provided by UNV to increase capacity at national and international levels to formally recognize volunteerism and its contribution to development.*

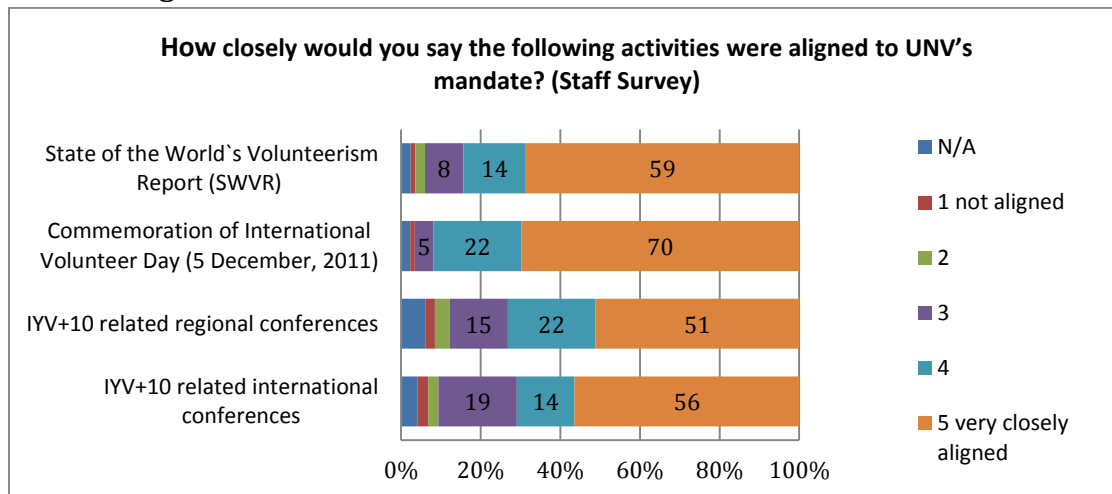
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<sup>14</sup> A consultative workshop that was organized by UNV and hosted by the International Federation of Red Cross and Red Crescents Societies (IFRC) helped shape the content of the Report that provided the foundations of the General Assembly Resolution 63/153 in 2008.

- Output 2.1 *Tools, policies and knowledge generated by UNV to enable development partners to integrate volunteerism into development policies, strategies and programmes, including sectoral/focus area policies and strategies.*
- Output 3.3. *Tools, knowledge and guidance provided by UNV to enable regional, national and local partners to establish schemes to mobilize and manage volunteers for development.*

When the UNV staff was asked how closely they say the following activities were aligned to UNV's mandate, IVD was considered to be the most aligned IYV+10 activity, followed by national based activities throughout the year, SWVR, International conferences and lastly the IYV+10 regional conferences.

**Chart 1: Alignment with UNV's Mandate**



Although UNV's efforts were directly aligned with its Corporate Priorities, some key informants felt that other priorities, specifically mobilization, suffered because of the extensive focus on IYV+10. There was a decrease in volunteers in 2010-2012 by around 13% due to various reasons, including closing down of two peace missions, the dissatisfaction around VLA revisions for the National UN Volunteers. In addition, there has been a global shift in funding and decreasing budgets across the UN system, including within UNDP. Although UNV's attention was focused on IYV+10, there is no evidence to directly link that attention to negatively impacting mobilization.

#### *UNV's activities and actions were directly aligned with the UNGA mandate*

Consistent with UNV's Corporate Plan, the activities and actions UNV conducted in its efforts to mark IYV+10 were also well aligned with the UNGA mandate. The IYV+10 project as well as the SWVR project provided opportunities for UNV to raise awareness of contribution of volunteerism to peace and development, act as a convener on the subject for

various stakeholders and provide networking and reference resources to mark IYV+10 as mandated by the UNGA.

**Table 2: Relationship between UNGA Resolution, Corporate Outcomes and IYV Activities**

UNGA Resolution	Corporate Plan-Relevant Outcomes	Key IYV+10 Activities
Raise Awareness  Act as a convener  Provide networking and reference resources  Provide technical cooperation  Goals: <ul style="list-style-type: none"> <li>• Recognition</li> <li>• Networking</li> <li>• Facilitation</li> <li>• Promotion</li> </ul>	Contribution of volunteerism to development is recognized globally          Volunteerism is integrated into development policies, strategies and programming  Volunteer engagement in development is strengthened and diversified	<ul style="list-style-type: none"> <li>• 2 Global consultations/Global call for Action</li> <li>• 6 IYV+10 Regional workshops/recommendations</li> <li>• Global Volunteer Conference/Declaration</li> <li>• DPI-NGO Conference/Report and Declaration</li> <li>• SWVR/Launches</li> <li>• Global and Regional Activities feeding into 2 UNGA resolutions</li> </ul> Efforts of the National Coordinating bodies to support integration of volunteerism i.e. National studies on volunteerism in Philippines, Kenya  Volunteers mobilized for the IYV+10 activities at the national level.

**To raise awareness:** UNV's Corporate Plan clearly articulates outcomes and outputs that directly support its interest and ability to raise awareness in the contributions of volunteerism in peace and development. Therefore, IYV+10 was a catalyst to enhance and expand UNV's ability to successfully achieve its goals.

At the global and regional levels, a number of events, reports and declarations were produced as a result of the UNV's IYV+10 efforts aimed at raising awareness on the subject. SWVR as the first substantive UNV report linking volunteerism with peace and development helped raised awareness of contributions of volunteerism to peace and development. The DPI-NGO conference on 'Sustainable Societies, Responsive Citizens' and its report, which highlights the role of voluntary action in supporting sustainable development, raised



awareness particularly among environmental groups, reaching out to new stakeholders. The multi-media exhibitions at the UN's visitors lobby in New York and Geneva were another example of raising awareness of volunteerism in peace and development, targeting the UN system.

At the national level, several events were organized aiming at raising awareness of volunteerism targeting different groups, such as governments, general public and children. In Brazil public awareness campaigns on volunteering for sustainable development was organized, a media-based approach was used to promote the idea of volunteering to large target audiences in Bosnia and Herzegovina, awareness raising activities with schools students in partnership with UN agencies were conducted in Jordan and Volunteer Awards (V Awards) was televised and garnered media attention in Sri Lanka.

**Act as a Convener:** A number of UNV's Corporate Plan Outputs are directly aligned with the UNGA's mandate to act as convener and focal point for IYV+10. UNV was well positioned to play a convening role for IYV+10 activities throughout the regions, and even more easily implemented where UNV offices had already established this role in preceding years.

UNV fulfilled this role through a number of global and regional conferences and consultative meetings. However, weak representation from a variety of sectors including private sector and media as well as lack of involvement from new perspectives from the southern countries limited the relevance of UNV's efforts for a wider range of individuals and organizations interested in volunteerism globally.

At the national level, UNV's ability to fulfill this role varied, depending on context and interest. Stakeholders convened some, while UNV staff convened others. In some contexts, stakeholders felt that the UNV role was critical for bringing together varied stakeholders, due to conflicting interests, security, controlling governments, among other issues. As one national coordinator stated, "I really believe in the power of the UN to convene. It was good to help accelerate actions." And another national coordinator said, "The perfect role for UNV is to facilitate, to allow all to be involved, since UNV is neutral."

Perspectives on the best approaches also varied – sometimes within the same countries – where some stakeholders felt that there was more ownership if convening was a shared responsibility, while others felt that convening by UNV provided more leverage and efficiency. For example, one national committee member said, "This is the best role for UNV in the IYV+10 process – UNV should continue to lead in IVD because it makes a difference when you have a UN organization – it brings more media coverage, resource mobilization, etc." While another national committee member from the same country said, "The [national committee] was very useful; positive impact on coordination... but sometimes too democratic. It took too much time to take decisions... UNV is the owner of the event and should take the decision. The national coordinator was stuck when group work got stuck in the decision making process."

**To make available networking and reference resources:** SWVR was a significant contribution by UNV to providing reference resources on volunteering. It was a response to the UNGA mandate, which also called for mobilization of the research community globally to carry out more studies on volunteerism. One participant from a global level VIO said that she keeps the SWVR on her desk and refers to it frequently. In fact, she states that the SWVR is the “starting point of their [current] research.” A key informant from a donor country also stated that “the Report presents important elements and some elements provide us with fresh thoughts”.

UNV’s support to networking was most prominent at the national level, though its success varied from context to context. Providing meaningful, long-lasting connections among stakeholders was limited to those countries where stakeholders were interested and able to maintain national committees or mechanisms. Field Units’ support to these mechanisms was mainly provided during IYV+10 with no long-term strategy. At the global and regional levels, there were no activities that promoted long-lasting connections among stakeholders.

#### *4.1.2. UNV’s efforts were aligned with IYV+10 stakeholders’ interests*

All stakeholders participated in IYV+10 because there was some aspect of their missions, objectives or interests that aligned with the UNGA’s mandate and UNV’s efforts to mark the year, demonstrating a clear external coherence between UNV’s efforts and participating stakeholders. The existence of the European Year of Volunteers (EYV), whose establishment was inspired by IYV+10, strengthened the impact of IYV+10.

The Global Plan of Action which was a product of the consultative stakeholder meeting on IYV+10 also helped align efforts of UNV and its partners in marking of IYV+10. The Global Coordination Mechanism was formed following the consultative meeting, however, it did not function as effectively as expected, with almost no meetings or involvement, and limited alignment of UNV’s efforts with stakeholders’ interests and needs. At the national level, the national committees or other volunteer coordinating entities played a significant role in coordinating efforts of various stakeholders in marking of IYV+10.

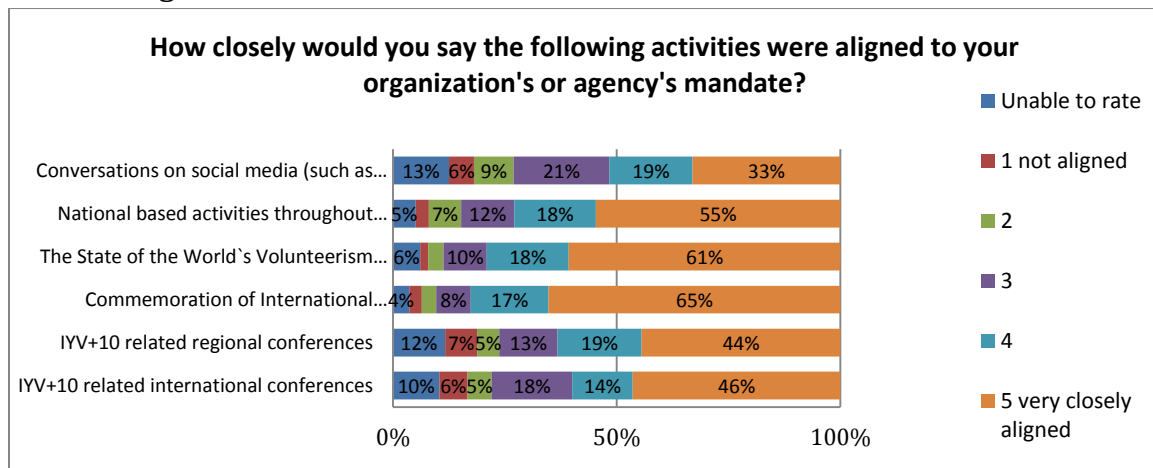
When working with organizations that were not as prominent in the volunteer sector, there was still some level of alignment. For example, in one country, there was a popular singer/songwriter who was committed to raising awareness around volunteerism and connected with other popular musicians and producers to create a video about volunteerism. In another country, the national coordinator targeted private sector companies that have had some previous activities or involvement with community service and volunteerism to create linkages with IYV+10.

In addition, the SWVR is seen as a relevant document that serves as a useful resource for a number of stakeholders. International stakeholders consider it the first substantive global

report on volunteerism and development. They use it to provide evidence to support their efforts. National level stakeholders use the report to support national policy, program design, and training curriculum on volunteerism, among other activities. A participant from a national level VIO said that she uses it regularly when providing training courses or presentations about volunteerism. And a few participants mentioned using the SWVR to provide insights and evidence in their program design. In one country, where there is little interest in volunteerism, the SWVR is seen as a strong tool that provides official definitions and an overview of volunteerism.

The survey results also indicate a strong alignment of SWVR with the stakeholders' efforts, interests and needs. With similar results to the UNV staff survey, 80% of all the survey respondents including partners, national stakeholders and UN entities rated IVD as the most aligned to their interests. IVD is followed by SWVR and the national based activities. The international conferences, regional conferences and conversations on social media were rated with the least alignment. It is interesting to note that around 10 % of the survey respondents were unable to rate the conversations on social media, IYV+10 related regional and international conferences.

**Chart 2: Alignment with Stakeholders' Mandates**



## 4.2. Effectiveness

UNV's efforts in marking IYV+10 were effective with high quality reports, meetings, conferences and activities reported across the globe. UNV assumed the roles of leader and supporter appropriately, depending on the context. Though implementation was lacking in outreach to a broader range of stakeholders, more meaningful attention to gender dynamics, and a clear purpose and plan for follow-up with stakeholders once a connection is made.

### Key Evaluation Questions:

- To what extent was UNV able to carry out its role as the global focal point in the marking of the IYV+10? What were key strengths and constraints in its capacity as a focal point for that year?
- To what extent have UNV's efforts in the marking of IYV+10 included key stakeholders and partners? In what ways has UNV's position and relationships with on-going and newly connected stakeholders been affected by these IYV+10 efforts?
- How effectively did UNV contribute to the marking of IYV+10 at the global, regional and national levels?
- How effective was the communication approach /strategy developed?
- To what extent were the objectives and lessons learned from IYV (2001) integrated into the IYV+10 strategy and implementation?
- How effective and responsive was UNV in supporting the marking of IYV+10 efforts at corporate, global, regional and country levels?

### 4.2.1. UNV played a strong role as focal point for the marking of IYV+10

A key role of UNV was to act as the focal point for the marking of IYV+10. Through conferences, consultative meetings, IVD celebrations and SWVR launches, among other activities, UNV played a strong role in a number of IYV+10 activities. UNV, as a focal point, also contributed to the marking of IYV+10 at global, regional and national levels through implementing global and regional events, communicating key messages of IYV+10, providing tools and guidance, and supporting coordination of the national level activities.

**UNV implemented a strong number of initiatives at the global and regional levels:**

UNV convened two consultative meetings where the Global Plan of Action was produced and served as the overall roadmap for UNV and its partners in the marking of IYV+10. The Global Volunteer Conference, six IYV+10 regional consultations, co-organized DPI-NGO conference and the consultative meeting on beyond IYV+10 were key to promoting a dialogue on volunteerism and consolidate recommendations which provided input to the policy frameworks for Rio+20 and post-MDG 2015 discussions as well as two UNGA Resolutions. Through the multi-media exhibition on Volunteers of the World and the publication on the Volunteers of the World Compendium, UNV demonstrated the universality and impact of volunteering in its many forms and showcased the key activities of IYV+10.

**UNV developed key IYV+10 messages and communications tools available for the general public:**

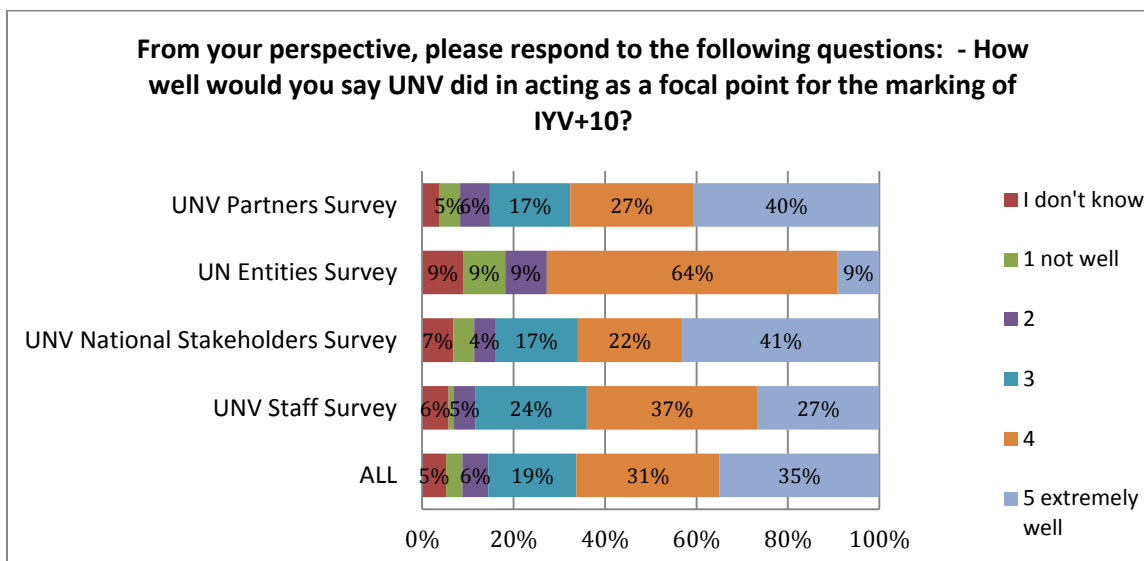
Furthermore UNV as the focal point provided information, communications tools and forums for dialogue on IYV+10 through various channels including web sites, social media and stakeholders email list. The level of use and usefulness of these materials was difficult to gauge, given the limited monitoring documentation available.

**UNV supported national initiatives:**

Most Field Units, including all 45 FUs with dedicated IYV+10 Coordinators, supported activities marking IYV+10. Of all of the many events that were organized for IYV+10, the most diverse types were at the national level, from convening stakeholders to discussing volunteer policy and advocacy to strengthening one-day community service events to large, fun-filled celebrations (see Annex 5). In some cases, stakeholders reported that these activities would have likely taken place with or without IYV+10, however, IYV+10 provided increased visibility and acted as a catalyst for expanding and enhancing their on-going efforts around volunteer awareness-raising and promotion. (See Table 1 above)

Overall, stakeholders were very satisfied with UNV's ability to act as focal point for IYV+10. As stated by an informant, UNV provided expertise and information in this process. In fact, according to the stakeholder surveys, 2/3 of the respondents felt that UNV acted well or extremely well in their role as focal point.

**Chart 3: Role of UNV as a Focal Point**



Of all of these activities, survey respondents indicated that the commemoration of IYV provided the most significant influence or impact on increasing the understanding awareness and promotion of volunteerism. Although national based activities throughout the year and SWVR activities were rated more significant by over 50% of the survey respondents from the partners in particular.

Almost 2/3 of all survey respondents stated that they felt there is a very significant role for volunteerism in peace and sustainable development during the next decade and beyond, indicating that there is a continued interest and opportunity for UNV in the future.

#### ***4.2.2. UNV's efforts in IYV+10 increased its visibility and expanded its image as a substantive contributor to global dialogue on volunteerism***

Through these varied IYV+10 activities, UNV increased its visibility and its image as a substantive contributor to discussions on volunteerism. IYV+10 activities at all levels raised the profile of UNV in its engagement in coordinating and supporting efforts raising awareness and promoting volunteerism. In addition to the initiatives implemented by UNV, IYV+10 campaigns organized by various global stakeholders including World Organization of the Scout Movement (WOSM), IFRC, IAVE, CCIVS, Volunteering Australia and Volunteering Canada enabled UNV to further promote the agenda of IYV+10 and strengthen

its role as a substantive contributor to global dialogue on volunteerism.<sup>15</sup> A UNV HQ staff member said, “The 2011 GA resolution proposed by Japan and Brazil was an unintended result of the SWVR and the IYV+10 projects.” One partner noted, “One of the outcomes of IYV+10 has been the global relationships among CSO actors. For example, the regional and global consultations brought CSOs in contact with the IFRC and they might continue collaborations.” And at the national level, a national coordinator described, “For IVD we were able to have much bigger event and more partners. Because of IYV+10 and launching of SWVR we had much bigger attendance.”

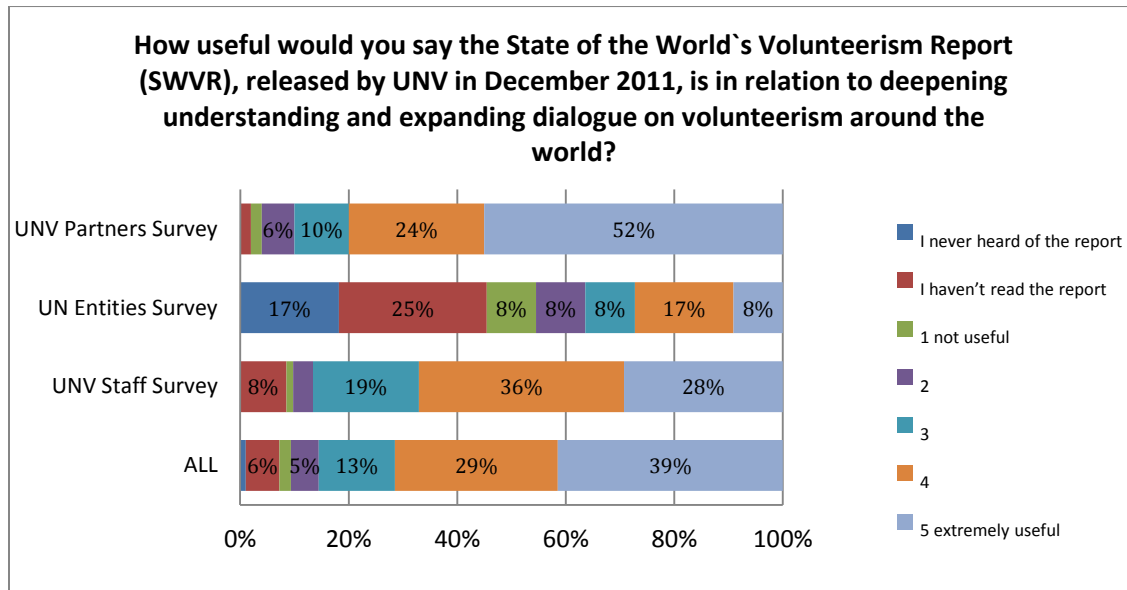
**SWVR was a significant boost in UNV’s substantive contributions to dialogue on volunteerism:** Throughout the marking of IYV+10 there were a number of substantive contributions made by UNV in meetings, workshops and conferences. Eight regional consultations, civil society consultation meeting as well as the advisory board meetings organized as part of the production process of SWVR, brought wide range of stakeholders from all over the world to engage in a dialogue on volunteerism. Although it was launched at the end of IYV+10, the SWVR was by far the most significant component that heightened UNV’s substantive contributions to the global dialogue on volunteerism. The report was seen as an excellent tool that fostered respect and provided substance to discussions. As stated in the report of the Secretary-General, the SWVR as a further action in marking IYV+10, generated discussions among many stakeholders on volunteerism and key development themes.

Overall, about 2/3 of the stakeholder survey respondents stated that they felt SWVR was useful in deepening understanding and expanding dialogue on volunteerism around the world. The Partners had the most positive responses to this question with over half stating that the SWVR was extremely useful; whereas, only about 1/4 of the UN entity respondents reported the SWVR as useful or extremely useful.

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<sup>15</sup> Marking of the Tenth Anniversary of the International Year of Volunteers: Report on IYV+10 Project Activities, June 2012.

**Chart 4: SWVR Deepened Understanding and Expanded Dialogue**



The following are some examples of how the SWVR has been reportedly utilized by UNV staff, partners and national stakeholders, demonstrating the report's continued impact.

- A useful tool for post 2015 discussions;
- The first report on volunteerism and development specifically, which includes the southern experience and voice;
- Significant in articulating evidence-based impact of volunteerism in development;
- A reference in manuals and trainings on volunteerism;
- Conclusions from the report integrated into all presentations on UNV and volunteerism; and
- To push other organizations in volunteerism and work with the ministries to develop legislation.

In addition, an online survey conducted for the Report of the Secretary-General written by UNV just after IYV+10 stated that 77% of all respondents felt that the impact of volunteerism was more recognized today than a decade ago, since IYV 2001.<sup>16</sup> In terms of policy impact, which IYV+10 contributed to some extent, since 2008 at least 40 new

<sup>16</sup> UNGA, *Report of the Secretary-General 67/153 "Follow-up to the implementation of the International Year"*



national policies and laws and decrees have been identified, 15 of which have been launched and 25 others which are in the planning stage.

#### *4.2.3. UNV's efforts in IYV+10 increased its positioning in the UN system*

Though difficult to accurately measure and attribute, UNV seemed to be more visible and playing a more significant role within the UN system in the year following IYV+10. UNV and other stakeholders utilized the policy recommendations that emerged from the global and regional consultations to influence policy within the UN system. The DPI-NGO Conference declaration which highlighted the role of voluntary action in supporting sustainable development was circulated as a document of the General Assembly (A/66/750, annex). IYV+10 initiatives also highlighted the linkage between volunteerism and the respective UN Days through social media channels and the UNV/IYV+10 dedicated web sites.<sup>17</sup> According to one UNV HQ staff, “The partnership building that occurred through the IYV+10 conferences put volunteering more on the map in the UN system.” This was seen through the Secretary-General’s 5-year Action Agenda that included youth and volunteerism and within which UNV has a substantial role. It was also seen through two UNGA resolutions calling for the integration of volunteerism in the post 2015 development agenda and the fact that UNV’s involvement in Rio+20 was more substantial than in previous Rio conferences. And one global partner explained, “Based on the increased momentum through IYV+10, Japan and Brazil submitted a draft resolution “Integrating volunteering in the next decade” at the 67th session of the General Assembly.”

As demonstrated in Chart 4, the fact that over 1/3 of the UN entity respondents had either not heard of or not read the report points to a missed opportunity by UNV in engaging other UN agencies. And at the national level, POs reported that IYV+10 facilitated a stronger understanding of UNV in their meetings and easier access to UN officials.

**Relationships with UN Entities most prominent at the national level:** UN entities were mainly involved at the national level. UNDP, as UNV’s administrator and with many similar interests, was the most involved in UNV’s activities related to its efforts in marking IYV+10. Beyond their required responsibilities, UNV POs and national coordinators reported strong support from UNDP staff, particularly the senior management. And in the case of a country where a UNV PO was working without the support of a national coordinator, UNDP provided “Good support from RR and CD.”

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<sup>17</sup> The Summative and Forward-Looking Evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers: Desk Review, January 2013.

Otherwise, at the national level, other UN entities limited their involvement to allowing UN Volunteers assigned to participate in IYV+10 activities and by providing some in-kind materials or tools for IVD. At the global level, cooperation with UNICEF was strengthened through an initiative featuring stories of UN Volunteers assigned with UNICEF and through access to UNICEF's Good Will Ambassador who dedicated a song to the volunteers of the world and with whom an IYV+10 promotional clip was filmed. At the national level, involvement of UN agencies varied depending on each context. In one case, it was reported that UN agencies "did their own thing," while in another there was significant involvement by UNICEF bringing a "high level profile" and some budgetary support.

#### *4.2.4. UNV's efforts in IYV+10 had limited joint-initiatives with EYV*

There were some specific points where UNV took advantage of EYV efforts to enhance IYV+10 impact. For example, UNV attended a number of events organized by EYV and shared information, including key note addresses in the European Parliament and presenting the UNV IYV+10 materials in the 27 locations of the EYV 2011 Road Show. The Sharing Global Voices workshop that was convened in Bonn in February 2011 enabled sharing experiences and promoting networking between national coordinating bodies of the EYV 2011 and the national IYV+10. However, we found no evidence that after this joint-initiative there was any follow-up with participants. However, the EU reported continued use of SWVR as the basis for further work. One partner stated, "SWVR was a timely and useful document. We are using it for the follow up to the EYV 2011 by EU and CSOs. SWVR providing analytical insights."

On the other hand, national coordinators and national stakeholders mentioned the added advantage of having such a strong international attention on volunteerism, with both EYV and IYV+10. One partner informed that they participated in IYV+10 and EYV alliance at the international level and passed it on to national level. A UNV PO also highlighted the benefit of having EYV and IYV+10 "Our idea was to put things together, EYV & IYV+10. We cooperated with NGOs in February, the launch of the Year – looking at what is volunteerism in this country and what is volunteerism compared to the rest of Europe."

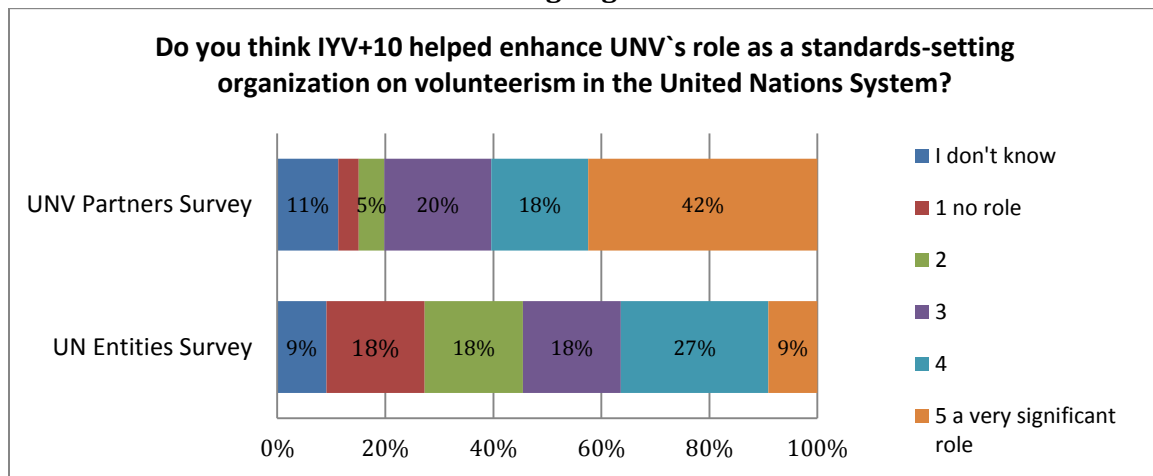
#### *4.2.5. UNV's role as a norm-setting organization*

Although the UNGA resolution did not refer to UNV's role as a norm-setting organization, the overall outputs of the two project documents stated that the marking of IYV+10 would lead to an enhanced recognition of UNV's critical role in peace and development as well as in volunteerism norm-setting in the United Nations System. However, the definition of exactly what is meant by volunteerism norm-setting is not clearly articulated in any of the project-related documents. Key informants indicated that there is no common

understanding within the organization on the definition or whether UNV should pursue such a role within the United Nations System. For the purposes of this evaluation, we consider that UNV's role in volunteerism norm-setting involves developing or setting globally accepted standards that will guide others working with volunteers. Some examples of this might be seen in clear guidelines for volunteer policy development within a government or procedures and requirements for working with volunteers within volunteer involving organizations.

According to the surveys, more than 1/2 of the partners and 1/3 of the UN agencies felt that IYV+10 helped enhance UNV's role as a standards-setting organization. However, there were no concrete and specific examples of this in the documentation or discussed in the interviews.

**Chart 5: UNV's Role as a Standard-Setting Organization**



***4.2.7. UNV contributed to IYV+10 across the board, with its biggest impact at the national level.***

UNV conducted a wide range of activities in a very short period of time at the global, regional and national levels. IYV+10 as a corporate priority helped to energize and focus staff's efforts around these efforts. UNV reported 88 countries<sup>18</sup> covering all geographic regions as implementing IYV+10 activities, including SWVR launches, IVD celebrations and other activities (See Annex 5). As per the IYV+10 national overview database, it was estimated that at the national level over 700,000 people were directly reached and about 45,000 volunteers were mobilized during the year-long initiatives. UNV reported IYV+10 activities in almost all of their Field Units.

UNV FUs reported IYV+10 as an opportunity to energize, enhance and augment their work, particularly related to IVD celebrations. National stakeholders and UNV FUs said that IYV+10 inspired a number of activities at the national level, such as the following:

- “IVD [in 2011] was a big a concert with well-known local singers, stands, exhibitions, invited all UN system and had some country directors come from agencies where no UNVs [were assigned] and high level participation (like the Minister of Youth, the French ambassador, etc). An invitation from RC helped.” – UNV PO (country in conflict)
- “IVD was organized in a big theater, big banner, etc. IYV+10 was one of the core themes of the event. IYV+10 made the event bigger, broader, more attention.” – National Committee member
- “Our work was not so different than the year before, but with IYV+10 we could work under a common umbrella. It was an excuse, a reason why we can be engaged more in areas that not before because of IYV+10.” – UNV PO (no national coordinator)
- “With so much activism at that time – directly after the revolution – people had a sense of social responsibility. Youth wanted to volunteer. At that time, it was a real opportunity for young people to show their initiatives, re-organize themselves, even though government permission and security was a big issue.” – National Committee member (country in conflict)

There were fewer activities at the global and regional levels. At the global level, UNV was involved in a number of policy level activities within the UN and it was invited to speak and participate in global events on volunteerism. At the regional level, there were almost no

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<sup>18</sup> Countries included in the National Overview Database and the UNV Case Study Report.

activities beyond the regional consultations and workshops. In its initial design, IUNVs were going to focus on regional implementation and coordination of IYV+10. However, the decision was made by senior management to have the IUNV function as National Coordinators.

- No linkages with regional networks or associations.
- No regional activities beyond one-off meetings; no follow-up communications after regional consultations.

**Relationships with National Partners:** National committees or mechanisms provided the opportunity for national partners and stakeholders to enhance and expand their work through their collaborations. IYV+10 acted as a catalyst, activating and motivating stakeholders to find ways to work together to increase their effectiveness and impact.

- *Improved UNV relations with national stakeholders:* In many countries, IYV+10 activated UNV FU's to become more intensely involved with national stakeholders. In one country, where capacity was extremely limited, they were still able to make something happen around IYV+10, though UNV had to play a stronger role. The UNV PO reported, "Local partners were not well prepared and not sure how to take advantage of the occasion [IYV+10]" and UNV was able to facilitate some collaborations and activities.
- *Improved relationships among stakeholders and increased peer-to-peer support infrastructure:* IYV+10 was described as an impetus for increasing and improving the channels for stakeholders to communicate and collaborate. In almost all cases, stakeholders felt that being a member of the national committee increased their relationships with other national committee members. In some cases, this was so beneficial that they have continued working together. As one national committee member stated, "Being in the task force expanded our work; we learned about each other's work and collaboration. It also made our practices more visible – documenting success stories, lessons learned, etc. – lots of sharing of information and resources related to work from different organizations and on volunteerism in general. Helped to promote concept of volunteerism more effectively."

**Effective national level fundraising & creative collaborations:** A large number of UNV staff mentioned a limitation by the significant lack of funding for IYV+10 activities at the national level. This lack of funding certainly limited UNV's capacities. As one UNV PO described, "It was difficult to plan with such a limited budget, so we were sort of scattered and focused on supporting what other organizations were doing." However, making IYV+10 a corporate priority pressured FUs and national coordinators in particular to develop a range of creative partnerships and collaborations, accessing a variety of resources beyond UNV. For example, in one country, a song about volunteerism was written, sung, and filmed by well-known artists who volunteered their time. In another country, they created the V-awards to honor outstanding volunteers and worked with partners to organize and televise the celebration. In yet another country, even though the FU was discouraged by the lack of

funds, they were inspired by the SWVR and were able to find volunteers and partners who supported the process of collecting volunteer stories across the country and publish them in a book. The national coordinator stated, “We compiled success stories on volunteerism. Because of a limited budget, we all worked as volunteers to gather data and write/compile. One of the volunteers working on the book has been on TV and media and talking about her work and UNV, creating higher recognition for UNV.” In the end, as it was reported in the IYV+10 Final Project Report, the UNV Field Units mobilized an estimated USD 2.5 million from UN agencies (notably UNDP), private sector, civil society, and government agencies.

**Successful strategies for partnership building with private sector and media:** In searching for partnerships and resources, a few key informants described strategically identifying media and private sector companies that had some history with UNV or known interest in volunteerism. The FUs researched the companies, listened carefully to the company’s interests in their meetings and developed an opportunity for collaboration that benefited all involved. As one national coordinator reported, “The Media institutions were the biggest corporate partner. It was a continuous process of engaging them. We did a lot of background research on the organizations in advance, so we could see how to link IYV+10 with their interests.”

#### ***4.2.8. Limited range of stakeholder representation***

UNV involved a number of partners at both the global and national levels to facilitate their ability to convene or collaborate on this large number of IYV+10 related activities. Some activities were fully under UNV’s responsibility, while for others UNV played a supporting role.

In achieving its goals to raise awareness, convene diverse stakeholders, and make available networking opportunities, UNV did not reach a wide range of partners and participants in addition to those who have already been involved with UNV or volunteer promoting activities previously. In many cases and at all levels, the participants of the conferences, meetings, national committees and IVD celebrations were those organizations with which UNV commonly works. The voice from the south was lacking within the global level initiatives. And when southern voices were included, they were mostly representatives from local chapters of global organizations. In addition, the private sector and media involvement was very limited at all levels. There is also no information about outreach or

involvement of ex-UN Volunteers, indicating another missed opportunity to expand stakeholder representations, contributions and impact. This lack of diverse participation is something that UNV staff is aware of and some raised spontaneously during interviews. The following examples provide further details on the limited stakeholders' representation particularly at the global level.

- At the global consultations and partnerships,<sup>19</sup> forty-two stakeholders representing international and regional volunteer organizations, civil society, 9 UN agencies and 3 governments (Japan, Germany, Korea) and the European Commission were involved. Almost all of the stakeholders were from the north with the exception of Cascos Blancos (originated and based in Argentina) and CIVICUS (originally based in the USA, HQ in South Africa) and the vast majority from Europe.
- The Global Volunteer Conference involved over 200 participants from nearly 80 countries. The vast majority of the participants were from civil society/VIOs while half of the total participants were from IFRC or its local chapters representing different regions but with a limited perspective. UN agencies and the government institutions represented above 29% of the conference delegations. The representation from the private sector and the education institutions was very limited.
- The Consultation Meeting in March 2012 in New York involved 105 participants to take stock of IYV+10 achievements and recommendations to integrate volunteerism in the policy frameworks around Rio+20, MDG achievement and post MDG 2015 discussions. A core group of 27 civil society organizations heavily represented European and USA based organizations. As the consultative meetings took place in 2009 and 2010, the participation from the south was lacking.
- As per the National IYV+10 Coordinators reports, in 29 countries almost 600 national stakeholders (number of organizations/institutions) the vast majority from the CSOs/VIOs were involved in the coordination and implementation of national initiatives to mark IYV+10. After CSOs/VIOs, the government institutions, the UN agencies and education institutions come respectively as the key national partners. The least represented sectors were the media, private sector and the international donors.

The DPI-NGO conference, which was primarily organized by the UN DPI, provided a great opportunity for UNV to reach out the new stakeholders from the environment sector.

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<sup>19</sup>2009 & 2010 Consultative meetings' participants and IYV+10 partners' list on [www.iyvplus10.org](http://www.iyvplus10.org)

Although the SWVR regional consultations brought diverse groups of people mostly new to UNV, the consultations' input to the report was minimal.

**Building on pre-existing national mechanisms:** National coordinators built on pre-existing national volunteer coordinating mechanisms when possible and appropriate. Some of these pre-existing mechanisms were 29 of the 123 IYV national committees that were involved in 2001 and remained functioning in 2010. According to the national stakeholders survey, about 46% of respondents indicated that they established a new national coordinating mechanism specifically for IYV+10 in their country. In 2011, UNV reported a total of 60 functioning national committees of varying types: 33 National Committees were reported by UNV FUs and 27 EU member states had National Committees to mark EYV 2011<sup>20</sup>. And according to the UNV documents, there were almost 600 national stakeholder organizations involved in IYV+10, the vast majority from CSOs and VIOs.

When talking with key informants, they confirmed the existence of these committees and described the various focuses each one has. In a number of cases, key informants reported ongoing activities by these national committees. Since UNV is not tracking information about numbers of national committees still functioning and in what ways, there are no total numbers available for this evaluation.

**Geographic distribution:** The more marginalized were often not included in activities or events. For example, at the global level, representation from developing countries was limited. At the national level, although efforts were made in a number of cases – some rather creatively - representation in national committees of stakeholders based outside of the capital was also limited. For example, in one country, the national coordinator reported involving UNVs based across the country to facilitate IVD celebrations in their areas. In another case, a national coordinator strategically selected partners who had a broad reach. “It was important to bring in wide range of stakeholders. Language, work, geographic differences were represented. We wanted people who had far reaching networks so that we could have stronger impact... It was important to understand who has good networks and focus on them to leverage resources.” And a UNV PO described leveraging past connections through a project as a way to involve stakeholders beyond the capital region. “Reaching beyond [the capital] was difficult. We had a UNV project in south of [the country]... We

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<sup>20</sup> The Summative and Forward-Looking Evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers: Desk Review Report, January 2013.



contacted the community volunteers from that project, they were mostly women, to help [with IYV+10 on IVD]. They did a great IYV+10 celebration with all of them.”

**Sectorial distribution:** Although there were specific efforts made in some cases, participants at all levels of IYV+10 activities were most often invited by UNV from the same sector – VIOs and government offices working with youth. However, the efforts that were made in this area had a deeper impact. One national committee member said, “In IYV+10 there was no private sector involved. We tried to approach Barclays and Vodaphone. We had [an NGO] which has strong links with the private sector. But we could not get private sector involved directly. Although the following year we were able to get very minimal support from one company.” A national committee member from another country said “The frame of 2011 [IYV+10] made it possible for other organizations to consider networking. Even though the national committee is no longer functional, there are initiatives that promote networking even though it’s in an informal way.” And in yet another country, the national coordinator described the continued building of relationships with the government, while they weren’t involved with IYV+10 throughout the year, they did participate the SWVR launch and have now committed to attend IVD every year.

**Contextual challenges:** There were different challenges within each country context when bringing together a range of stakeholders. UNV teams were sensitive and creative when designing solutions to their particular contexts. For example, in one country, the national committee determined that coordinating activities in other areas of the country would be too risky, so they brought people from other areas to the capital.

In some countries, governments strongly pushed for particular NGOs to be involved because of a familial or political tie. In countries with conflicts, it was difficult to develop a strategy or even plan in advance. Activities were often monitored, restricted or limited. For example, one national coordinator said, “The political context was not good and there was no government at the time. I asked UNV if I could work with civil society first and get the government involved after. I got some government representatives involved in September, and then right after starting there was a new government. So I had to start over explaining what it all was and convinced them to work with us. Together they worked to do a lot of activities in a short period of time.” In another country, the national coordinator said, “[This] is a highly political country in which the mobilization of people is perceived negatively, if not endorsed by the government. All the IYV+10 activities were requested to be supervised by the government entity. We focused on working with neutral institutions, universities with high potential to offer thousands of volunteers ready to be mobilized.”

#### **4.2.9. Communications**

Since communications was a large part of the marking of IYV+10 efforts, UNV requested an extensive analysis of communications and media involvement. Some of these communications tools and channels were new to UNV and, therefore, the communications

team experimented with a variety of ways in which to share and connect with stakeholders. The following are the findings around the challenges and successes of each of these initiatives.<sup>21</sup>

At the heart of a communications strategy is messaging. In the case of IYV+10, the underlying message was unclear. Many reported a lack of understanding exactly how to talk about IYV+10.

The communications strategy of SWVR, endorsed in April 2011, very broadly defined the target audiences including political decision-makers, the UN system and other international organizations, the World Volunteer Coalition and the wider volunteerism community, academia, media, youth, general public, UNV staff and UN Volunteers. The project staff however reported that the purpose and the target audience of SWVR were not sufficiently clarified or focused. One project staff member said, “There was a lack of clarity on the purpose, who the report was for, content, researchers selected before the content finalized.” Another project staff member felt, “The lack of clarity on the audience of the report led to extra material, fighting to determine which to use, why etc.” The message for the SWVR launch however was clear, the FUs felt sufficiently prepared, and the FUs continue to use and refer to the report today.

‘Volunteering changes the world’, inspired by the Vision Statement,<sup>22</sup> was developed by UNV as a leitmotif for the IYV+10 campaign but was not used systematically by UNV or its stakeholders. Although the communications materials on IYV+10 and the press kits for the SWVR were deemed useful by the FUs, as one key informant stated, “FUs were confused about giving a clear message on SWVR and IYV+10”. It was the decision of the senior management that the IYV+10 project should not pre-empt key messaging contained within the SWVR.<sup>23</sup> This resulted in limiting the effectiveness and impact of the communication tools used throughout IYV+10.

**Usefulness of the Communications Tools and Materials:** UNV used a number of communications tools, channels and products for the FUs and the stakeholders. These

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<sup>21</sup> See Annex 3 for more details.

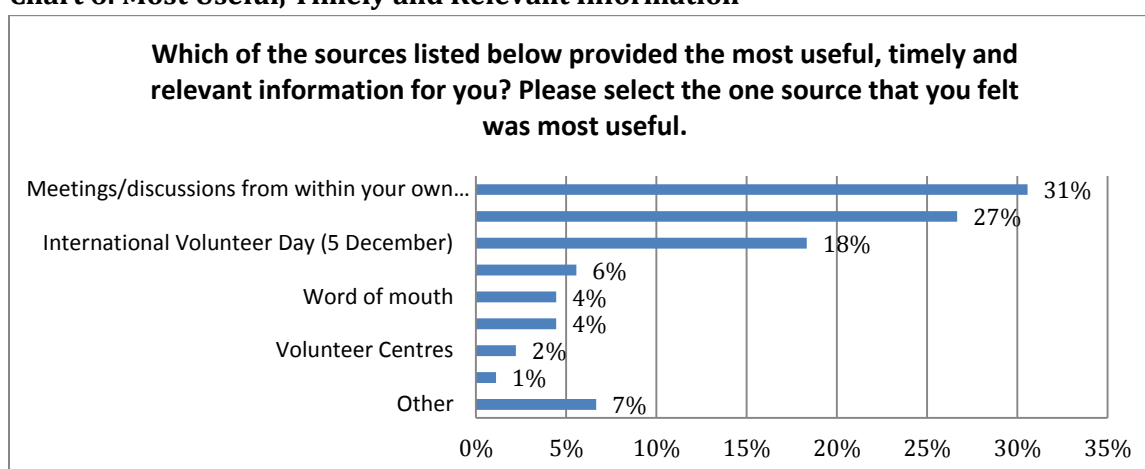
<sup>22</sup> Vision Statement was agreed by the global stakeholders and referred to in the *Consultative Meeting on the International Year of Volunteers plus Ten, 22-23 October 2009*.

<sup>23</sup> Marking of the Tenth Anniversary of the International Year of Volunteers: Report on IYV+10 Project Activities, June 2012.

included web sites, social media, promotional items, newsletters, factsheets, banners, posters and branded templates. For SWVR, a press kit consisting of seven thematic press releases; a summary press release and 4 backgrounder papers as well as tailored communication tools for national launches were developed and shared with the FUs and partners.

When the survey respondents were asked to rate which of the sources provided the most useful, timely and relevant information for them, the largest group (31%) indicated that it was meetings /discussions from within own organization or agency. The UNV website and IVD were other preferred sources by the survey respondents. Although Facebook and Twitter attracted many followers, they were not considered the most useful, timely and relevant by the vast majority of the survey respondents.

**Chart 6: Most Useful, Timely and Relevant Information**



UNV FUs were generally satisfied with the quality of the toolkits and preparations provided for the launch of the SWVR. They felt it was clear and easy to follow through out. They also report using the SWVR on a regular basis, while the other IYV+10 global and regional reports were mentioned much less frequently, if at all.

As stated by one key informant, “The campaign was run professionally. We got regular updates and newsletters. A global call of action, vision statement and resources were sent out, but the call of action was more for UNV, I’m not sure if it was owned by stakeholders. After IYV+10, communications really good and regular, professional, inclusive.”

- **Good media coverage particularly at the national level.** Although the inclusion of media in the global or regional consultations and as national stakeholder was very limited, activities, particularly SWVR, were widely covered by national media as outlined in the UNV’s media coverage report, which analyzes 376 media reports (print, online, TV and radio) in 15 languages from 81 countries and territories, including UN headquarters. Coinciding with the IVD and the two UNGA sessions on

volunteerism including the launch of the SWVR, most of the coverage was recorded in December 2011. While there was good media coverage at the national level, none of the global media such as BBC, CNN or Al Jazeera covered IYV+10 initiatives as there were in the list of clippings of the media coverage report.

- **Most clippings were published online.** Based on our analysis of the selected 50 clippings from the media coverage report, 66% of the clippings were only published online while 34% were published in print media as well as being available online. Among the online clippings, 20% of them were published at undp.org or un.org at the country level.
- **The vast majority of coverage was positive and focused on the SWVR.** The marking of IYV+10 was mentioned in 50% of the clippings, mostly in relation to the SWVR and national level IYV+10 activities. The majority of the clippings had longer coverage, although only 34% of all clippings included photos from the launches, events or visuals portraying volunteers and volunteerism. The reporting was accurate and positive, with quotes from credible sources that had been mentioned in the press kit or involved in the launch of SWVR. However, there was national coverage in many countries that was not analyzed due to a lack of monitoring and documentation by UNV.
- **Most columnists focused on reporting on national volunteer activities and linking them to the global findings of the SWVR.** The authors with few exceptions preferred to quote from UN, UNDP, UNV, governments, VIOs, CSOs and the SWVR report and did not state their viewpoint.
- **Media coverage was solid and accurate on SWVR.** Good and accurate media coverage of SWVR indicates that the press kits and launches organized globally where media representatives were briefed on the SWVR were useful and effective tools. Communication workshop with the HQ staff that was involved in launches was also reported to be effective. Furthermore, the findings indicate that involvement of two media representatives in the SWVR consultations helped ensure extensive coverage of SWVR in their articles.
- **Lacking in coverage of the overall objectives of IYV+10.** Apart from SWVR, the media coverage fails to communicate the overall objectives of the Year, its key messages and the other activities at the global and regional level. None of the clippings reviewed provided information about the regional and global events organized by UNV within the framework of the IYV+10, failing to adequately capture the year-long efforts to mark the IYV+10. Although 50% of the clippings refer to IYV+10, the Year is briefly mentioned without any substance and mostly in relation to the SWVR or IVD.

**Most frequently used channels for gaining information:** Partners and national stakeholders said they received information primarily from IVD. Overall, survey respondents indicated meetings/discussions from within their organization or agency, UNV website and IVD were the most popular places to see/get information about the marking of IYV+10. Around 45% of the respondents saw or got information from global campaigns or events. While 35% indicated that they saw/got information from the UNV Facebook page and only 12% reported gaining information from UNV Twitter. Interestingly, the number of users of the UNV website declined while the social media sites attracted more followers during IYV+10, even though survey respondents did not indicate Facebook or Twitter sites as the most popular sources for the most useful, timely and relevant information. However, this may be due to the distinct nature of each of these channels of communication, among other factors.

UNV used a number of social media tools to communicate IYV+10 activities and other initiatives of UNV. Some of these tools such as Facebook and Twitter have been more effective in reaching out to greater public whereas others provided alternative sources of information with less impact. Vimeo which was set up during IYV+10 had 30 videos with only 2 followers, while the IYV+10 videos were also available at the UNV Facebook site as well as youtube reaching to thousands of followers. Teamworks also provided limited contribution failing to create a lively forum for interaction among stakeholders. While the social media was an effective tool for informing the general public, the posts particularly those covering the global and regional consultations as well as SWVR were not among the most followed. Nevertheless, the social media was an excellent tool to reach out beyond the traditional UNV stakeholders.

- **Web pages:** ([www.unv.org](http://www.unv.org), [www.worldvolunteerweb.org](http://www.worldvolunteerweb.org), [www.iyvplus10.org](http://www.iyvplus10.org)) Initially UNV used the worldvolunteerweb.org to share resources, news and information about the IYV+10 activities across the globe. However, its outdated content management system was inadequate to cope with the demands of modern-day multimedia and social media. In July 2011 a new site - [www.iyvplus10.org](http://www.iyvplus10.org) - was introduced and well-received, but then confronted a number of challenges that disabled further improvement of the site hindered its operations as a central point and repository for news and information resources. The survey results, however, indicated that the UNV website was considered one of the most popular sites to receive information about IYV+10 and one that provided useful, timely and relevant information.
- **YouTube:** was set up in 2006 and was used to share 57 videos on volunteerism, most of which were produced as part of the IYV+10 activities. As of December 2011, videos on the UNV YouTube page were viewed over 27,000 times. Currently the page has 72 videos including IYV+10 and beyond 392 subscribers and 48,928 views, a considerable increase since December 2011. However, the quality of some videos is poor, making them less attractive and less effective to reach out to wider audiences. This may explain why UNFPA and UNFCCC YouTube sites, which were set

- up in 2007 have over 400,000 views and 222,000 views respectively, while the UNV YouTube site attracted much less views.
- **Vimeo:** was set up for UNV in March 2011 and had 30 videos as of June 2012. It had a limited scope and 2 followers.
  - **Teamworks:** Seven IYV+10 specific spaces were created on Teamworks with over 300 members and over 35,000 page views. Although the UNV Teamworks were expected to create a forum for interaction among stakeholders, it was the IYV+10 team rather than the stakeholders that generated much of the dialogue and documents. As sated in the lessons learned report of the SWVR project, teamworks discussions had very limited input into the SWVR.
  - **Facebook:** From its launch on IVD 2010 to June 2012, the number of followers of the UNV page on Facebook continually increased, with over 30,000 by the end of that period. During the same period, 10,780,776 times people viewed a news story posted on the 'Volunteers' page on Facebook. UNFPA and UNFCCC facebook sites were launched in October 2010 and January 2009 respectively with considerable less success at engaging with followers. As of May 2013, UNFCCC Facebook site has around 25,000 likes whereas UNFPA has above 21,500 likes, while UNV Facebook currently has over 95,000 new likes, showing an effective employment of this tool to reach out to the followers/general public.
    - The Facebook posts in 2010 were mostly related to the IVD 2010 campaign videos and activities taking place in different countries. A number of posts announced IYV+10 and encouraged discussions on the planned initiatives to mark the Year. The posts in 2011 included information about IYV+10 activities, SWVR, some national IYV+10 events, UN days and inspirational quotes mainly encouraging people to volunteer. However, there was no clear message defining IYV+10.
    - The posts with the highest number of likes and reposts were dated in December 2011, around IVD and final IYV+10 activities. These posts were with short texts, photo or an image and clear messages requesting a response or people to like a specific post.
      - The post on 6 December 2011 "Hands For All, the Educational Volunteers Foundation of Turkey, work together on an artistic endeavor. Photo: Olçum Kavruk" received almost 1000 likes, 19 comments and reposted 163 times.
      - The posts "Meet one of our staff members, based here at UNV headquarters in Bonn, Germany" received hundreds of likes, comments and reposts.
      - The video with a title of "It's International Mother Language Day: How do you say volunteer in your language and what does volunteerism mean in your culture?" attracted over 90 comments on 21 February 2011, mostly people adding how volunteerism is said in their own language.

- Although the key events at the global and regional levels were posted on Facebook with a link to the world volunteer web (including [iyvplus10.org](http://iyvplus10.org)), most followers did not click on the links further information.
- In 2012, short inspiring quotes on photos or images also had a high number of followers “talking about this.” The increasing number of followers indicates that UNV continued doing what worked well. The messages that promoted high levels of engagement were mainly related to calling people to participate in volunteer work. Facebook was not, however, a useful channel for encouraging substantial discussions on key IYV+10 initiatives.
- **Twitter:** ([www.twitter.com/volunteerplus10](http://www.twitter.com/volunteerplus10))<sup>24</sup> From its launch in May 2011 until November 2011, the page had around 1200 followers including the general public, VIOs and other UN agencies, more than 1000 tweets and 727 following. By June 2012, the page attracted 2,800 followers. The twitter account name has been changed to [www.twitter.com/UNVolunteers](http://www.twitter.com/UNVolunteers) and continues to provide a channel of communication for the other UNV initiatives and volunteerism in general. As of May 2013, the page had over 7,500 tweets, 1,500 following and over 10,000 followers, considerably higher followers and tweets than similar UN Twitter sites. Currently UNFCCC has 3,800 tweets, 188 following and over 47,000 followers while UNFPA has over 1,300 tweets, 772 following and over 21,000 followers.
  - The number of followers gives an indication of the reach of UNV Twitter account but does not prove impact or influence. In addition, around 30% of the followers accounts have not tweeted in over 30 days indicating that some may be dormant.
  - The follower counts of the UNV followers also indicate those users with the most followers and potentially greater influence. 82% of the UNV followers have up to 500 followers, with 0.5% above 100 thousand followers.
  - The percentage of retweets and @contacts with other users help measure the level of their engagement. The followerwonk report indicates that out of the total number of UNV followers’ tweets around 25% of them were retweets while 16% was @contacts and 50.2% was URLs.
  - Overall, the number of UNV’s followers are more than doubled since June 2012 showing growing interest in following UNV on twitter. Also, UNV has engaged more in using twitter as a social media tool and shared six times more tweets than November 2011. Given the analysis of the UN Volunteers’

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<sup>24</sup> The tweets posted during IYV+10 are not accessible and thus no further analysis could be conducted on their content.

followers, the followerwonk's influence score for UNV twitter account is 57 (average) out of 100, that is a proprietary rating of a user's influence and engagement on Twitter.<sup>25</sup>

#### *4.2.10. Limited integration of lessons learned from 2001.*

After the first commemoration of the International Year of the Volunteer (IYV), a number of useful lessons learned were generated. The IYV+10 Project Manager intentionally incorporated some key components into the project document and to some extent in the implementation of the project. However, due to delayed and then short timeline for implementation of the IYV+10 efforts, there was limited ability to reflect on past experiences, which then allowed space for similar mistakes to be repeated in 2011. In addition, aside from the Project Manager for the IYV+10 project, the team, in general, did not seem to be aware of these lessons learned and therefore were uniformed of how to build from those earlier experiences.

The following table shows the ways in which the lessons learned from 2001 were acted upon for 2011.

**Table 3: Integration of Lessons Learned 2001**

<b>Lessons Learned 2001</b>	<b>Actions in 2011</b>	<b>Results in 2011</b>
<b>Lessons learned that <i>were</i> incorporated:</b>		
Ensuring right balance between governments supporting volunteering rather than seeking to control it.	<ul style="list-style-type: none"> <li>The composition of the national committee was included in the guidance notes. No specific reference was made to the role of governments.</li> </ul>	<ul style="list-style-type: none"> <li>There were mixed levels of success in achieving a balanced composition for the national committees.</li> </ul>
Building effective	<ul style="list-style-type: none"> <li>The guidance note</li> </ul>	<ul style="list-style-type: none"> <li>Implementing this was complex, with</li> </ul>

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<sup>25</sup> As per followerwonk web page, the influence score ranges from 0 to 100, where higher scores generally indicate a user with greater influential activity on Twitter



partnerships between governments and voluntary sector.	covers how to involve diversified stakeholders.	mixed levels of success.
Building a volunteering infrastructure.	<ul style="list-style-type: none"> <li>The FUs were asked to check the existence of a volunteer infrastructure and work with them for the IYV+10.</li> </ul>	<ul style="list-style-type: none"> <li>As per the national stakeholder survey, about 46% of respondents indicated that IYV+10 National Committee (newly established for 2011) was used as their national coordination mechanism for IYV+10 in their country.</li> </ul>
Engagement with the private and public sectors.	<ul style="list-style-type: none"> <li>The guidance notes cover involvement of both sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Private sector involvement was minimal at global and regional levels, just slightly more at the national level.</li> </ul>
<b>Lessons learned that were not incorporated:</b>		
Securing sufficient funding at the country level.		<ul style="list-style-type: none"> <li>The guidance notes shared with the field did not specifically cover how to raise funds at the local level.</li> <li>A similar challenge has been reported by the FUs for 2011.</li> <li>The late recruitment of National Coordinators, late receipt of guidance notes, and complicated UN-UNDP processes for mobilizing funds, hindered timely and sufficient resource mobilization.</li> </ul>
Influencing public opinion across the country.		<ul style="list-style-type: none"> <li>There was limited or no impact in the rural areas.</li> <li>There was no specific reference to reaching out to rural areas, though many national coordinators or POs mentioned finding ways to include those living outside of the capitals.</li> </ul>

There were a few additional activities which included lessons learned that also helped inform the project team and UNV. The results from these activities were more directly integrated into the knowledge sharing and implementation of IYV+10 efforts.

- A survey was conducted in 2009 of UNV HQ staff that were involved in IYV 2001 with a report outlining their recommendations for IYV+10. Two of the

recommendations were to form a special team and place it in a strategic institutional location to ensure integration with all sections of UNV HQ. The project being placed under the EC Office and project staff placed in within some of the divisions was the response for 2011.

- In November 2010, a case review for IYV National Committees was also finalized to identify best practices and lessons learned. The review was shared with the field units to guide the IYV+10 initiatives at the national level.
- The IYV+10 Consultative Meeting in 2009 started with an opening statement and review of 2001 by the Executive Coordinator of UNV. The documents do not clarify to what extent the EC covered the lessons learned of 2001 in her speech.

### **4.3. Efficiency**

There is no question that UNV was able to achieve a large number of successes in a short period of time in its efforts to mark IYV+10. However, there were some significant challenges around the efficiency to which this was achieved. By far the biggest challenge was in strategic planning and time-management. This was reflective throughout the planning, design and implementation of both IYV+10 and SWVR projects. There was an over-emphasis on outputs and management issues without allocating sufficient time to properly develop and adjust appropriate, thoughtful implementation strategies. The fact that the actual teams only came in place in early to mid 2011 made it impossible to manage the preparatory phase properly. The other big challenge was resource allocation, with the vast majority of the budgets spent on international conferences, meetings and consultants, and little on national implementation.

#### **Key Evaluation Questions:**

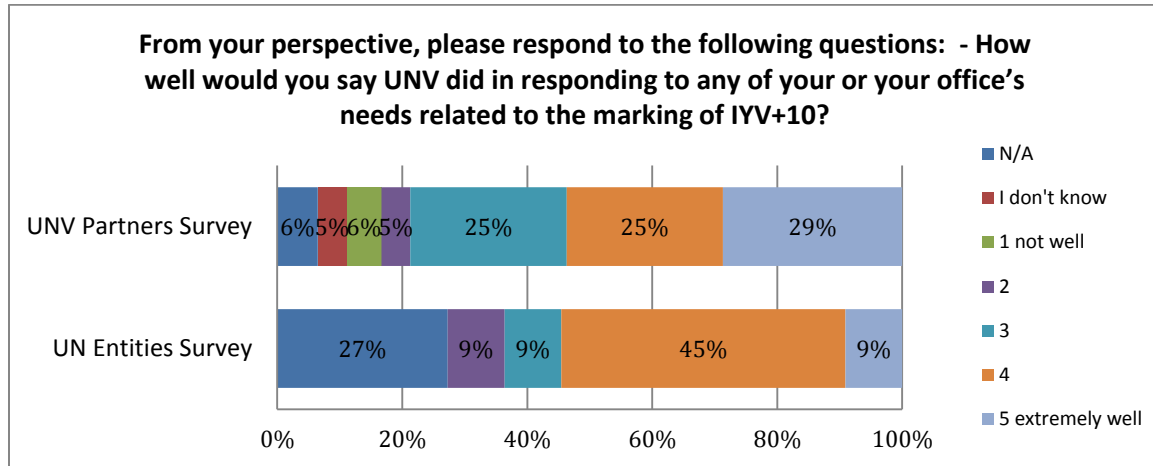
- How efficient was UNV in using resources (human, media/ communication/ IT, financial, partner organizations) directly or through the two flagship projects for the successful delivery of the marking of IYV+10 efforts?
- How (cost)-effective were the design, planning, organization, implementation and coordination of the overall marking of IYV+10 and the SWVR from corporate project management perspective?

#### **4.3.1. UNV provided high quality materials and was fairly timely in its response to needs.**

During 2011, UNV's response to internal and external needs was rated as well to extremely well and the materials provided to support the needs of FUs, partners and others was considered very high quality. Although stakeholders would have preferred that these materials arrived earlier, they did arrive within an acceptable timeframe for them.

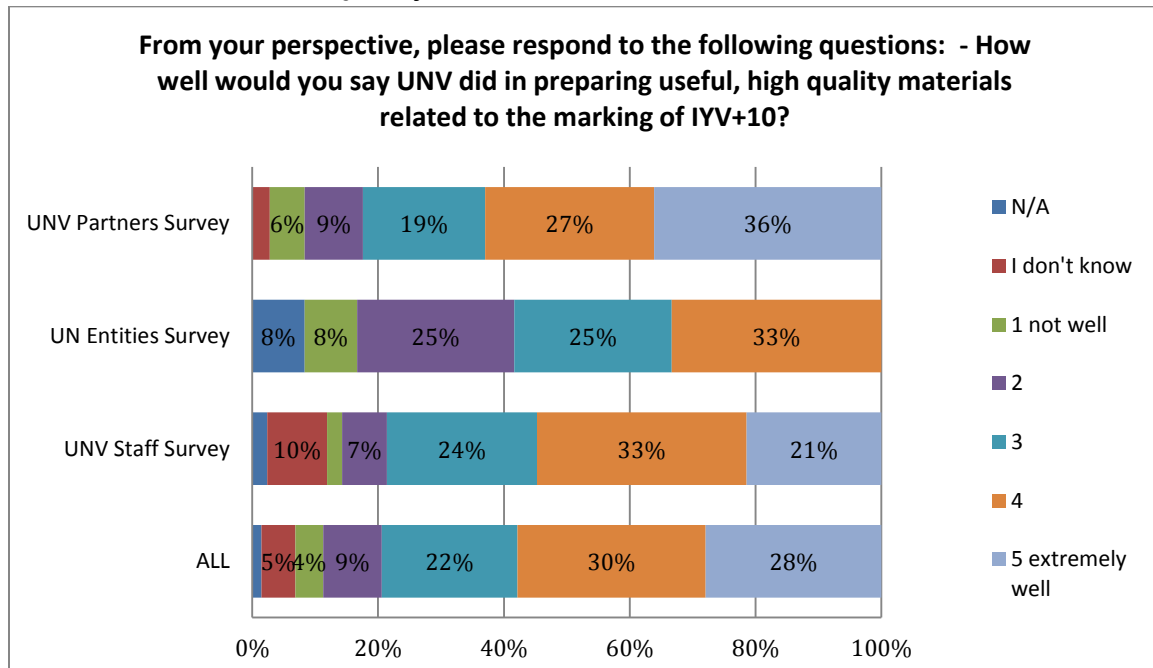
Overall, the majority rated UNV's response to their needs well to extremely well. Partners were extremely satisfied with UNV's response rate with 79% saying UNV responded well to extremely well to their office's needs. UN entities were also generally satisfied, though over a quarter of respondents said the question was not applicable.

**Chart 7: UNV's Response to Office Needs**



Overall materials produced from both projects were rated as high quality. Their usefulness was immediate and, for the SWVR, it continues being useful today. (See Sustainability, pg. 62) In fact, the majority of survey respondents rated UNV's ability to prepare useful, high quality materials for IYV+10 efforts as well or extremely well.

**Chart 8: Usefulness and Quality of the Materials Related to IYV+10**



However, according to key informant interviews, the materials were often not received in a timely manner and caused difficulties in planning and quality dissemination. It was a strategic decision by UNV not to share the key messages, in order not to dilute interest on the report's findings. The interviews indicated that particularly at the national level the FUs felt that it would have been more effective if they could have known and shared the information on the SWVR to increase enthusiasm and coverage. The following are some examples of concerns raised by key informants.

- The website should have been up and running when IYV+10 was launched in December 2010.
- UNV HQ should have shared materials earlier and provided more inputs and communications across all FUs; though IYV+10 team was very supportive to the national coordinators.
- The translated versions of the SWVR should have been ready for the SWVR launch.

*4.3.2. Start-up delays and less effective time management hindered efficiency of implementation; use of human capital – particularly the national coordinators – was more effective.*

The implementation and coordination of UNV's efforts could have been more efficient in terms of time management, budgeting, leveraging resources from others and monitoring the processes. In particular, UNV was less efficient in balancing costs with the level of contribution to the overall goals and in leveraging activities and resources with other projects or organizations. In addition, articulating a clear purpose and monitoring system that provides the ability to reflect on decisions grounded by the overall purpose will facilitate more focused, efficient and effective implementation.

**Delayed project approval processes:** Delays in the project approval processes shortened the amount of time available for implementation. As outlined in the desk review report, although the UNGA mandated UNV's role in the marking of IYV+10 in 2008, the IYV+10 project was not approved until September and then operational in November 2010 due to operational delays with signing the project document. While the project manager was appointed in May 2010, the rest of the team was not recruited until January-February 2011 (after IYV+10 had already been launched), with contract approvals as late as June 2011 for some (with half the year already passed). For the SWVR project, the initiation plan of the SWVR was approved late 2009, the project document was then approved in July 2010 and then only signed in September 2010, demonstrating long delays in the initial project approval process and implementation not able to start until almost a full year after the initial plan was approved. The project manager and the senior writer were recruited during the project initiation phase before the project started while recruitment for the rest of the team could not begin until October 2010 and continued into early 2011 with the recruitment of the Communications Specialist on 30 January.

**Planning and time management:** In addition to the delays there were challenges in the planning and management of UNV's efforts, hindering the implementation of the ambitious activities at the global, regional and national levels and affected the stress levels and life-work balance. Additionally, the team members new to the UN system did not have adequate time at the HQ and national levels to understand the organizational procedures, policies and processes as well as to build internal and external contacts<sup>26</sup>.

Although there were significant delays in the project approval process for SWVR, the biggest challenge for its timely and successful implementation was the inefficient planning and time management. Starting in October 2010 provided over a year for implementation. However, as also highlighted in the SWVR lessons learned report of UNV, a considerable amount of time was spent on background papers including guidance provided to the researchers.

The lack of initial clarity of purpose and content created mismatches of the researchers on the subject matter and delays in finalizing the background papers. As one project team member said, "The problems to find qualified researchers were poor time management, inexperience in knowing how to go about locating qualified candidates, and disagreements about candidates who were short listed." And another said, "The quality of the papers was not very good as the hiring process failed to identify the best consultants." Finally, another project team member said, "The report took so much time, until September 2011 to finalize the content... And researchers were selected before the content was finalized." Another issue was the bad quality of a set of background papers. As it was the case for the papers on governance and volunteerism, the decision was made not to include a chapter on governance. Some UNV staff felt that this initial exploration of topics and concepts was necessary, given that this was the first time UNV was writing a report of this nature. However, others felt that the range of exploration was too broad and the researchers should have been contracted after the main purpose and topics of the report were determined.

Regional consultations also required a large amount of time and resources, and produced limited input to the report. As highlighted in the SWVR project's lessons learned report and mentioned by a few key informants, the participants did not have the right background to provide relevant contribution to the SWVR and their involvement in advocacy and

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<sup>26</sup> The Summative and Forward-Looking Evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers: Desk Review, January 2013.

dissemination activities was minimal. In addition, the timing and manner of launching the report limited the ability for UNV staff at all levels to sufficiently promote it.

One project team member summed it up the interview by saying, “The report could have been produced with half of the budget. Lack of clarity on the audience of the report led to extra material, fighting to determine which to use, etc. While trying to be democratic, the participatory [development] process created inefficiency.” Consultations with a broad range of stakeholders and exploration of ideas were of course useful and for the first time creating this report there were understandable hurdles.

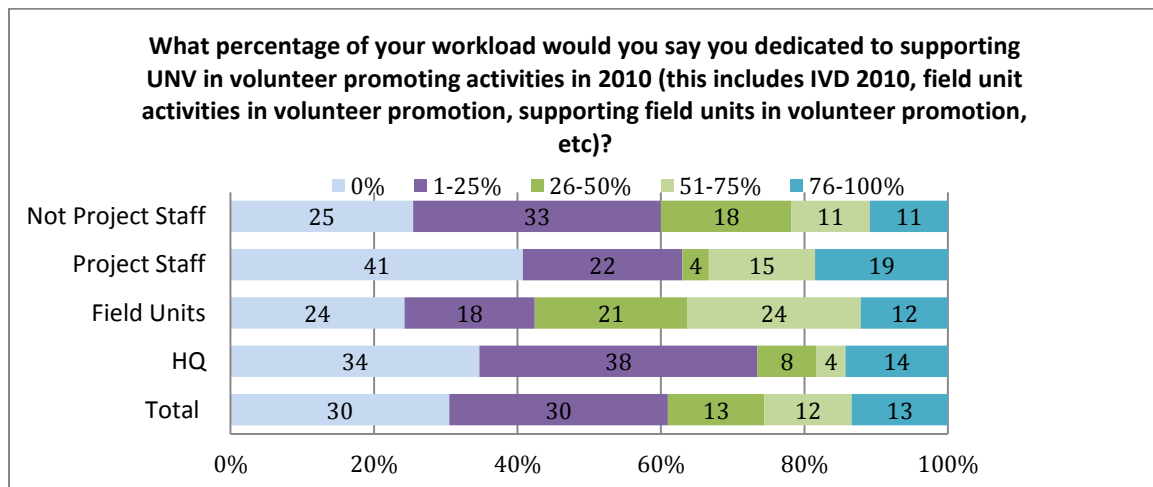
Unlike the SWVR project, the short timeframe for IYV+10 was the most significant challenge for its implementation. As it was also highlighted in UNV’s lessons learned report on IYV+10 project, the late contracting of the project team meant that there was limited time to get oriented, learn organizational procedures, establish contacts with stakeholders, and implement activities. However, there were also some planning and time management issues that hindered its efficient implementation. Most notably, the excessive time that was spent in meetings discussing unnecessary details and the lack of clarity of purpose and criteria around the global and regional events. In addition, the changing requests from senior management and the Project Executive, made it difficult to establish clearly articulated criteria for selecting participants for the global and regional events.

For greater impact at the national level, the FUs needed significant time to build a common understanding among the national stakeholders and agree on a joint plan of action, which left little time for implementation and monitoring. A national coordinator said, “The initial building of relationships that something is going to come would have been a stronger impact if it was establish earlier. Before we knew it, the year was over.” A UNV PO from another country said, “We didn’t have a good plan for the year because we were rushing against time. There were many proposals but we were not able to get together with the committee to plan an integrated set of activities.” And in countries with volatile or negative political environments, more time was needed to ensure government approvals to organize events and mobilize volunteers. One national coordinator felt less than a year was just not long enough, “It is not possible to sell a product/service such as IYV+10 in less than a year, especially in [my country] where even the mobilization of volunteers is perceived as a political activity.” At the project level, key informants said engaging IUNV Coordinators required more time for them to get oriented in their host counties.

**Allocation of human capital:** As a corporate priority, all UNV staff was involved in UNV’s efforts to mark IYV+10 at some level. Since the efforts were directly aligned with UNV’s corporate plan, the added energies around IYV+10 were a direct expansion and enhancement of staff efforts. In the field, the additional support of the national coordinators significantly boosted the FU capacity.

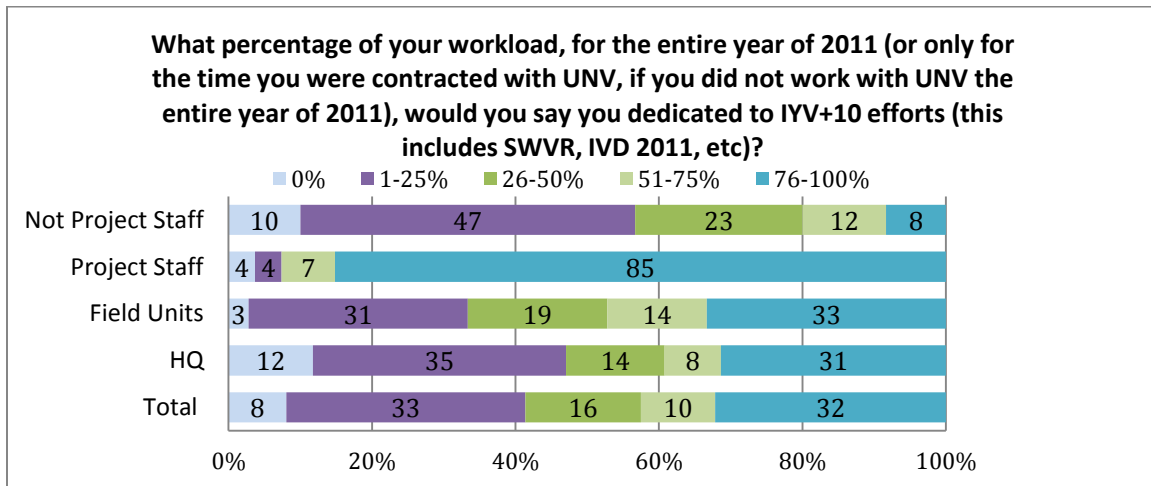
In the UNV staff survey, about half felt that UNV committed basically the right amount of attention, time or resources to its efforts in the marking of IYV+10, while another quarter felt that there was too little.<sup>27</sup> In addition, UNV non-project staff reported putting generally the same amount of time towards the IYV+10-type activities in 2010 as in 2011, although there was a difference of 15% fewer staff reporting they committed 0% of their time from 2010 to 2011 and a 14% increase of those reporting they committed 1-25% of their time from 2010 to 2011. One key informant suggested that this would have a significant impact on such a small pool of staff. However, it is difficult to accurately measure the impact of this data, given that the increase was in a range of 1-25% and that with a corporate effort such as this, it only stands to reason that all staff would need to shift their workload to include some level of involvement. These findings point more to the need for UNV to ensure that this type of work can be comfortably incorporated into work plans and expectations are appropriate for the context and time limitations.

**Chart 9: UNV Staff Workloads in 2010**



**Chart 10: UNV Staff Workloads in 2011**

<sup>27</sup> See Annex 4



Although the additional time staff put towards IYV+10 may not have been significantly more than in other years towards similar activities, many key informants at HQ felt that the involvement of the Portfolio Managers (PMs) in particular was not well managed. It was reported that PMs felt overlooked and only asked for outputs, rather than being considered resources with a wealth of information.

In addition to the in-person staff, online volunteers and interns also contributed significantly to UNV's efforts. The IYV+10 project reported 98 online volunteers who mainly performed research and translation tasks as well as some graphic design, while 19 interns were involved in research, organization of meetings, conferences and production of communication tools. The SWVR team worked with 46 online volunteers who focused on finding proverbs, media reviews, and translations.<sup>28</sup> As per one of the key informants, the vast majority of the materials produced by the online volunteers did not feed into the SWVR. Although a lot of time was spent on managing and guiding the online volunteers, the proverbs in different languages and the media reviews were not, in the end, used in the SWVR, causing frustration among the online volunteers.

For the 45 countries who received national coordinators and an extra USD \$5,000 in POEM funds, the additional support significantly increased the FUs' abilities to implement IYV+10 activities. Most national coordinators were contracted as national UNVs (NUNV); five were international UNVs (IUNV). The international UNVs required even more time and support, due to their lack of knowledge of the context. As one IUNV national coordinator stated,

<sup>28</sup> As per the information provided by the Volunteer Knowledge and Innovation Section, UNV.



“Originally my role was supposed to be regional coordinator and the TOR included supporting national coordinators across the region. By the time I got there I was supposed to be a national coordinator. Most of the colleagues in the region were national coordinators from those countries and it was really difficult for me.”

Some countries without national coordinators or even without a UNV presence were able to successfully conduct a range of significant activities marking the year. The IYV+10 team provided guidance notes on fundraising and revitalizing national committees to all FUs, though some reported limited or no direct support from the IYV+10 team.

Overall, the support provided by the projects teams was ad-hoc and project based, without long-term strategy. Some FUs do not have any institutional memory as the national coordinators left without submitting good quality or no report. In most cases, however, the national coordinators reported to be key for successful implementation of IYV+10 activities at the national level. One UNV PO said, “The additional workload was definitely a challenge and without the national volunteer our FU would have been unable to follow-up on all activities. It was especially positive to have a national volunteer (as opposed to an international volunteer) since the person had to be familiar with volunteerism in [this country] and, moreover, needed the crucial contacts among stakeholders and companies.” Whereas, another UNV PO in a country without a national coordinator said, “I didn’t really work with IYV+10 team. I was part of the regional meeting in Ankara. Otherwise, nothing more that I remember happening. I was in contact with the PM in Bonn only. I didn’t know there was a special team for this.”

**Project staff management:** There were reports of a lack of synergy between particular individuals and, in some cases, individuals were not well matched for their positions or had clearly defined roles and expectations, causing confusion and frustration among those involved. In addition, those project staff that were physically located within a Unit or Division stated that the matrix supervision arrangements helped enhance information sharing and engagement to the project activities across sections. Although the work packages were expected to enable the project manager to focus more on coordination with clear work programs for each division, the informants stated some problems with the project set-up. In their lessons learned report, the IYV+10 project team stated that the matrix supervision arrangements helped enhance information sharing and engagement to the project activities across sections. On the other hand, the team felt that the project team and the regular staff formed ‘mini-silos’ and workloads and post levels were not fairly determined.

***4.3.3. Some large budget activities were not fully capitalized and, therefore, created an imbalance in allocation of financial resources relative to value-added***

UNV invested over USD \$6.3 million in the projects specifically focused on their IYV+10 efforts with well-received and high quality final outputs and outcomes. Of this overall budget, UNV allocated a large portion to activities that expanded their visibility and

substantive role, though UNV was limited in capitalizing on the events with little follow-up for continued, meaningful connections of participants or direct impact at the regional or national levels. Opportunities for leveraging of resources from other internal or external activities broadened impact occurred mostly at the national levels, though there were some limited instances reported at the global or regional levels.

**Allocation of costs:** The IYV+10 project spent about 50% of its costs on global and regional meetings (approximately USD\$2 million) that lead to impacting the UNGA resolutions, but did not have the foresight or planning to facilitate a stronger impact at the national level or on-going global or regional efforts. While, according to many key informants, the best use of financial resources was put towards the NUNV national coordinators was about 10% of the costs (approximately USD\$ 424,000). The funds for the DPI-NGO conference were channeled through the IYV+10 project to finance part of the conference expenses while the Partnerships Unit managed the efforts in this regard. Even if the expenses of the conference (approximately USD\$ 624,000) are not considered as part of the IYV+10 budget, the global and regional events constitute 40% of the total project expenditures whereas only 11% of the budget was spent for the NUNV national coordinators.

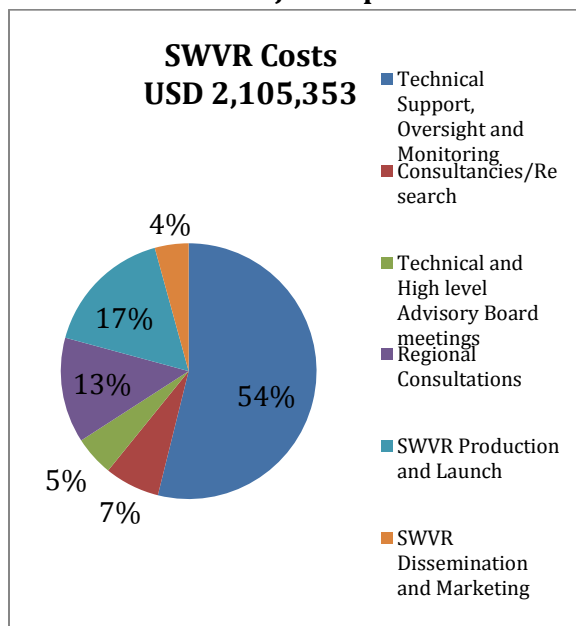
The SWVR project spent 13% on the consultations and 7% on the background papers (approximately USD \$425,000) that were later had limited input into the final version of the report. Only 4.2% of SWVR costs (approximately USD \$89,900) went towards dissemination and marketing, demonstrating extremely limited commitment to follow-up for integration and impact of the report looking forward.

**Table 4: Expenditures on UNV's Efforts in IYV+10**

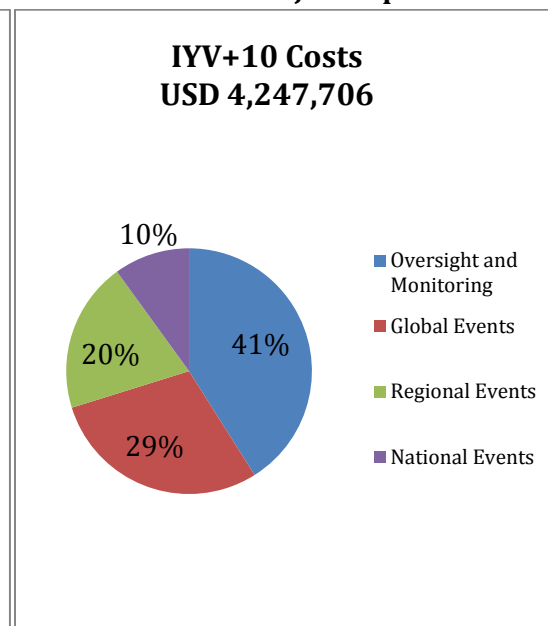
<b>Project Activities</b>	<b>Total Costs (USD\$)</b>
<b>IYV+10 Project</b>	
Oversight and Monitoring	1,742,965
Global Events	1,238,594
Regional Events	842,062
National Events	424,085
Project Total	4,247,706
<b>SWVR Project</b>	
Technical Support, Oversight and Monitoring	1,134,259
Consultancies/Research	146,591
Technical and High level Advisory Board meetings	106,215
Regional Consultations	280,655
SWVR Production and Launch	347,662
SWVR Dissemination and Marketing	89,971

Project Total	2,105,353
<b>Total Expenditures</b>	<b>6,353,059</b>

**Chart 11: SWVR Project Expenditures**



**Chart 12: IYV+10 Project Expenditures**



**Leveraging Resources:** The few opportunities where UNV leveraged resources from other internal or external projects or activities helped to reduce costs and increase impact. This was mostly reported at the national level, where the FUs effectively found creative ways to leverage resources with other organizations for their IYV+10 activities. In an office with no national coordinator and therefore no extra POEM funds, the UNV PO said, “It was difficult to plan with such a limited budget, so we were sort of scattered and focused on supporting what other organizations were doing.” A national coordinator said, “More finances are necessary. We needed more to kick start all of this. It was a real struggle without enough resources.” And another national coordinator stated, “[The POEM] was a very small amount of money, \$5,000 is not enough to even visit some of these areas where there were activities.”

This was much less so at the global and regional levels. As one member of another UN entity said, “They were expensive events. You have to be clear what you want. The report was a fine initiative, but they rushed into it without fully thinking through what they wanted to do with it. That’s a high cost for time and resources.”

One significant example of leveraging within UNV resources was combining IVD and the SWVR launch at the national and global levels. Some other instances were the induction workshops for FUs, including the National Coordinators, during the IYV+10 regional consultations. Or the meeting specifically focused on IYV+10 during the DPI-NGO conference. In addition, Volunteer Knowledge and Innovation Section organized separate regional Field Unit workshops in cooperation with PD and DD, taking advantage of the Field

Unit presence and generating savings for corporate costs. Furthermore the senior writer participated in three speaking engagements which were organized by other partners following the SWVR launch. However, more linkages might have been possible with UNDP regional meetings or other global or regional events or platforms.

As discussed during the evaluation workshop, a limiting factor in increasing the leveraging of project resources between the IYV+10 and SWVR projects was the corporate decision to disassociate the two projects. This disassociation confused stakeholder, particularly the partners, and increased UNVs overall spending.

#### *4.3.4. Monitoring and knowledge management mechanisms were limited.*

There was little systematic monitoring of the ongoing activities of UNV's efforts. This was particularly necessary for the large numbers of activities occurring through the IYV+10 project. With so little time for implementation and no monitoring system in place, there was little ability to reflect and adjust implementation for improved impact. There was also no plan for effective sharing of information for follow-up or measuring of impact after the projects closed.

**Project monitoring system:** A clear and regular monitoring system was not established at their inceptions for either project, creating less timely feedback, unclear quality control and inability to systematically measure success. In addition, there was confusion about lines of responsibility for reporting from the field and compiling the data. At the end of the project, Field Units were asked for and provided reports that were then consolidated towards the end of the project but never validated.

**Media coverage monitoring:** The SWVR project set a media monitoring system, as outlined in the media coverage report, to analyze the media coverage after the launches but there was no monitoring mechanism in place to measure the use or impact of the report after the end of the SWVR project.

**Knowledge management mechanism:** A large number of documents and spreadsheets were created in relation to UNV's efforts in marking IYV+10, many of them with useful information related to continued work. However, the way that the documents are written and shared does not allow for effective learning and application. In addition, the recommendations and declarations from the global and regional events were used to promote resolutions at the GA level. However, there was minimal use of these reports at the national level.

## **4.4. Gender Dynamics**

### **Key Evaluation Question:**

- In what ways was gender taken into consideration or addressed?

- To what extent was gender incorporated into design, implementation, monitoring and reflections?

The UN identifies addressing and incorporating gender dynamics as a thematic priority and, therefore, should be taken into consideration for all aspects of UNV's work. The level of focus on gender dynamics was more intentional and articulated for the SWVR project than with the IYV+10 project, including both gender balance of staff and participants as well as content relating to gender issues.

UNDP's gender equality strategy also highlights the importance of integrating gender into all aspects of UNDP's efforts. Within this framework, the UNV Programme Strategy (2011-2013) clearly states that volunteer programming, management and mobilization should reflect gender needs and equality. Gender, together with youth and marginalized groups, is considered as one of UNV's social inclusion pillars, an integral part of its interventions. Furthermore, UNV highlights that gender mainstreaming is a priority for all aspects of UNV programming and outlines specific initiatives at different levels:

- Policy Level: Assessing the relevance and impact of volunteerism on gender as well as on other social inclusion pillars; engaging in further research on gender and volunteerism.
- Global and Regional Levels: Advocating for the principles of gender equity in volunteerism with partner organizations.
- National and Sub-National Levels: Supporting research and policy development in the area of gender and volunteerism.
- Community Level: Ensuring gender equity of beneficiaries and of volunteers.

IYV+10 provided a great opportunity for UNV to implement its strategy on gender at the global, regional and national level. While SWVR addressed gender dynamics more systematically, there was no overall strategic focus on incorporating gender into the efforts on marking IYV+10.

#### ***4.4.1. Some articulation of gender dynamics in project documents***

Gender aspects were included in project documents of the two projects to some extent. The SWVR project document stated that the SWVR would include gender aspects as well as a gender balance would be sought in the consultation groups. The terms of reference for the staff also make explicit reference to gender expertise and gender balance.

The IYV+10 project, however, only mentions gender in the situational analysis section and in the terms of references of the project team. The Project Appraisal Committee (PAC) chair requested that the project document is shared with the Gender Task Force group for their review and that revisions are made as necessary. But there was no documentation of the group reviewing the document and their recommendations.

#### ***4.4.2. IYV+10 activities addressing gender dynamics***

The project documents reflected the implementation of the projects and their level of incorporation of gender dynamics. With SWVR, there were a number of ways in which gender was intentionally and strategically incorporated into their work. The IYV+10 project had some areas that demonstrated sensitivity to gender dynamics, though it was limited and not the strategic intention of the project as a whole.

The SWVR consultation meetings also covered the gender issues related to volunteerism. All the consultation meetings reports highlighted discussions around gender and volunteerism. A specific background paper was commissioned on gender and volunteerism. As it was stated by one of the informants, it was a strategic decision to involve gender in the content of the report and an equal number of male-female researchers. There was also a gender balance in the consultation meetings as well as advisory boards. And the SWVR includes gender aspects throughout the report.

As there was limited gender mainstreaming in the IYV+10 project document, most of the activities did not sufficiently address gender dynamics related to volunteerism. The synopsis of recommendations from the regional workshops' has no reference to gender, indicating that the workshops had limited inclusion of gender as a strategic crosscutting theme. And social media was mainly used to highlight gender and volunteerism on the International Women's Day.

At the national level, it is difficult to judge which activities addressed gender dynamics as the reports from the FUs do not provide gender-disaggregated data. Some reports, however, mention a few gender related activities and collaboration with UN Women. For example, in Chad, some activities were organized to celebrate International Women's Day. In Egypt and Peru, UN Women was involved in the activities organized to mark IYV+10. When asked whether or in what ways gender dynamics were involved in their work on IYV+10, key informants often mentioned that there were many female participants in the activities. One national coordinator responded openly saying, "We didn't do any clear thing tackling gender. UN Women participated in the activities, but we didn't tackle gender in any specific way. HQ never highlighted or mentioned anything about gender, not even about female participation."

The following are some key IYV+10 related documents, reports, and materials featuring gender issues:

- Gender aspects were taken into account in the SWVR project in the literature review, all the consultation meetings' reports and the actual SWVR report.
- The Global Volunteer Conference Declaration and DPI NGO Conference Report on Sustainable Societies Responsive Citizens make explicit reference to gender and volunteerism while the synopsis of recommendations gathered at the Regional Workshops has no reference to gender or women.

- Final declaration adopted on 19 October 2011 at the close of the Southern Africa Conference on Volunteer Action for Development in Johannesburg also refers to gender.
- Key UNGA Resolutions on IYV+10: The resolutions 66/67 and 63/153 reaffirms the need to recognize and promote all forms of volunteerism in order to engage and benefit all segments of society, including women, children and those who remain excluded for social and economic reasons.
- UN Secretary-General's Report on the follow up to the implementation of IYV, July 2012. The report included a number of initiatives that addressed gender issues and volunteerism, including a UNV concept note on gender and volunteerism that was developed in 2009. However, the section on IYV+10 project activities does not include any reference to gender and volunteerism.

#### **4.5. Impact**

UNV has accomplished a considerable amount as a small organization with limited visibility and human and financial resources. After only one year since the completion of IYV+10, there are already signs of UNV becoming a more substantive actor. UNV has been facilitating and participating in substantive work on promoting and advocating for volunteers and volunteerism within the UN system and with other partners and stakeholders. More specifically, key informants reported instances of IYV+10 impacting the development of global and national policies on volunteerism, the strengthening of national volunteer infrastructures, and the increased range of stakeholders' involvement in UNV activities.

UNV's efforts in IYV+10, and the SWVR in particular, have helped increase UNV's role as a substantive partner. Beyond providing UN volunteers, IYV+10 provided the opportunity for UNV to promote a better understanding of volunteerism and its contribution to social inclusion and cohesion, livelihoods and the well being of individuals and societies. UNV's more substantive involvement in Rio+20 and post MDG 2015 processes are specific examples of this increased recognition of UNV's role within the UN system as well as the importance of volunteerism in peace and development.

The regional and global workshops, consultations and conferences created a space to explore more deeply the role and impact of volunteerism in a variety of contexts. As articulated in the policy matrix developed by ONY, the key recommendations that emerged

from the IYV+10 regional and global consultations were ushered by UNV to be incorporated into the two UNGA Resolutions on the 'Tenth Anniversary of the International Year of Volunteers' and 'Integrating Volunteerism in the next Decade'.<sup>29</sup> This was a great success in terms of bringing voices of the stakeholders to the UNGA and informing the policy language of the two Resolutions.

The SWVR was considered by key informants to be extremely significant in raising UNV's recognition as a substantive actor. A few key informants at the global and national levels reported using the SWVR as the basis for further research and training curriculum on volunteerism. Furthermore, national committees and others utilizing the SWVR as to support the development and strengthening of dialogue and action on national volunteer advocacy and policies.

UNV's impact was most apparent specifically at the national level. Key informants reported UNV's efforts strengthened and motivated national volunteer infrastructures, some discussed working more on issues of national volunteer policy, and youth and volunteerism, among others. In addition to SWVR's contributions, key informants reported that their efforts to reach out to stakeholders during IYV+10 were now bearing fruit, meaning stakeholders (new and already existing) are now seeking to work with UNV in ways that had never occurred prior to IYV+10. For example one national coordinator described, "During IYV+10 the private sector was a cordial relationship, but not more happening. Now there's an industry that's looking at volunteerism and they contacted UNV... They're looking at UNV to partner."

Although these are examples of potentially significant impact, there is no clear monitoring system in place to sufficiently measure UNV's impact either during the project or at a corporate level over time. Another hindrance for stronger impact is the fact that the UNGA Resolutions are non-binding and their impact will only be as significant as their utilization to support efforts at the national level. In addition, the activities themselves could have had more impact if there had been stronger planning for continued connections and dialogue with participants after the events and after the projects' close. There were also limited connections made among UNV staff, including National Coordinators, at the regional and global levels. While IYV+10 had a strong impact at the national level, it was focused on those countries where UNV National Coordinators were assigned, whereas IYV 2001 had a stronger focus on the national committees across the world.

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<sup>29</sup> UNV Policy Matrix, New York, March 2013.



## 4.6. Sustainability

After more than a year since the close of IYV+10, there are a number of meaningful ways in which the impacts of UNV's efforts are being sustained at the global and national levels. There are a number of projects within UNV as well as with other organizations that are continuing to build on UNV's achievements in 2011.

### 4.5.1. *Two corporate priorities emerged following IYV+10*

Building on the outcomes of IYV+10 and as articulated in its Corporate Priorities for 2013, UNV will continue producing SWVR and engaging in the post-2015 agenda through two corporate projects.

Encouraged by the UNDP Executive Board in 2012, UNV is in the process of starting a new SWVR project which is expected to expand and increase awareness of the empirical evidence of volunteerism's critical role in peace and development; and to increase recognition of UNV's critical role in norm-setting in the United Nations System on volunteerism. Although still being developed, this new project is also expected to include the development of a Global Volunteerism Research Agenda that will engage diverse academic, research, and practitioner stakeholders to expand the evidence-based case for people-centered sustainable development.

In February 2013, the PAC approved a new project, 'Volunteering and Sustainable Development: Rio+20, the MDGs and post 2015'. This new initiative is expected to increase recognition and integration of volunteerism and related concepts in the post-2015 agenda at the national and global levels.

It is not clear, however, how IYV+10 efforts are sustained throughout the organization and to what extent the recommendations from the global and regional consultations are integrated into the other portfolios of PD and DD.

### 4.5.2. *SWVR continues to be useful in isolated contexts*

As mentioned, the SWVR had a significant impact on UNV's image as a substantive organization and improved its ability to connect and collaborate with other institutions. Most stakeholders felt that it was excellent quality and the first of its kind, filling a knowledge gap. According to Scholar google.com, the site refers to 12 citations of the SWVR from January 2011-April 30, 2013. The State of the World's Forests Report by FAO, a similar report that was released and analyzed for citations at around the same time, has been cited 34 times during the same period. The State of World Population Report 2011 of UNFPA was

cited over 100 times. Because UNV does not have any benchmarking information, there is no evidence to show what the reasons were for these differences.

#### ***4.5.3. Partnerships at the global level***

IYV+10 helped improve access to stakeholders building on the trust and relations developed during IYV+10. Some global partners reported having continued communication with UNV particularly within the context of the post 2015 agenda. The survey results, however, indicate a partial continuity on UNV's effective communication and connection with the partners since IYV+10. While almost 50% of the survey respondents from the partner group rated UNV as a 4 or 5 (meaning the exact appropriate amount, not too much and not too little) in their communications, 20% rated UNV as a 2 (closer to not at all).

After the regional workshops, no meaningful follow-up or continued work was reported.

#### ***4.5.4. Despite limited follow-up with stakeholders, some activities inspired by IYV+10 are continuing after the year ended and the projects closed***

Although there were no systematic efforts to follow up with IYV+10 activities, there were some areas where IYV+10 activities inspired further actions and activities at the global and national levels.

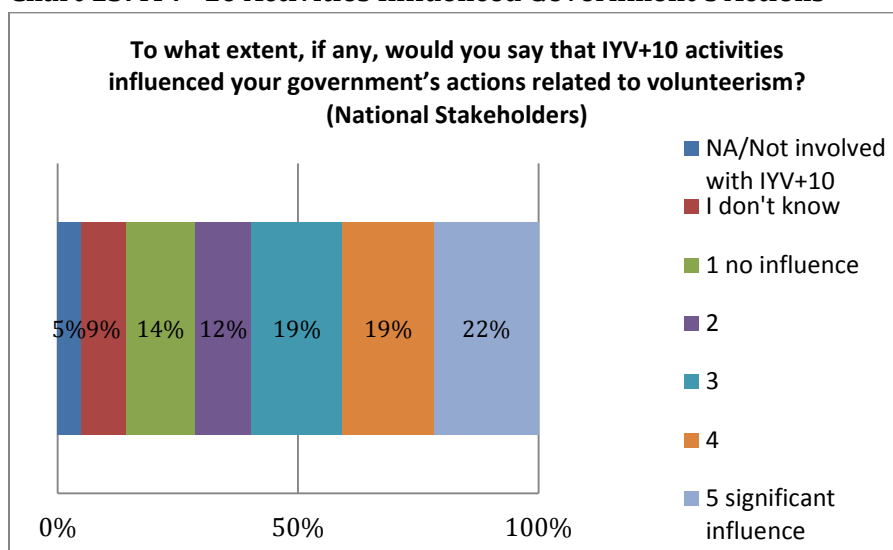
National and global actors are continuing to build on the gains of IYV+10. Building on SWVR, VSO initiated research on the value of volunteerism. The Red Cross and Red Crescent Societies, at their 31st International Conference, adopted a resolution to call for stronger partnerships between national societies and volunteering development, noted the declaration adopted by the Global Volunteer Conference and recognized the roles of volunteers in achieving the MDGs, peace building and sustainable development.

National committees and connections continue to thrive in some countries. Building on the connections and efforts that they made during IYV+10, some national committee members have continued to meet as a committee or in some cases collaborate in joint projects. In some conflict countries, the more informal connections and communications are effectively continuing. Although there is no monitoring process within UNV to measure the National Committees' actions after IYV+10, some key informants reported National Committees advancing into more expanded networks. A UNV PO reported, "The contacts made throughout IYV+10 and its preparation, especially within the private sector, offered benefits for our future work (for example, [one company recently] showed interest in a joint project." A UNV PO In a conflict country said, "IYV+10 motivated UNVs in the country because it took attention and involved them. Sometimes you have to force them a bit, but I

see a change this year and more volunteer activities this year, more interest. In a way IYV reminded UNVs about the programmatic side of UNV.” In another conflict country, a national committee member reported, “The National Committee now has subgroups and bi-monthly meetings, etc. They wanted to focus on how to create an enabling environment, how to promote volunteerism, etc beyond IVD.”

More specifically, there was reporting that IYV+10 influenced government actions and involvement in volunteerism. One key informant said that based on the visibility of IYV+10, cooperation with the federal government had intensified and is now seeking to establish a national volunteer scheme. And according to the national stakeholders’ survey, 60% of the respondents said that IYV+10 had some to significant influence on their government’s actions.

**Chart 13: IYV+10 Activities Influenced Government’s Actions**



## 5. Conclusions

As a corporate priority, the entire organization contributed a certain amount to the efforts for marking IYV+10 and with significant success. This was an enormous undertaking, particularly for such a small organization, and UNV was able to produce high quality work with limited human and financial resources in a short period of time. The work was relevant

and coherent for UNV and its stakeholders. UNV's efforts expanded and enhanced UNV's ability to execute its already on-going activities and interests.

It was effective in its implementation. IYV+10 enhanced UNV's ability to achieve two of its three pillars – advocacy and integration – that have not been as prominent in earlier years. The Field Units were particularly effective in their implementation of a wide range of creative and impactful activities. The 45 national coordinators enhanced the FUs capacities even more. The SWVR single-handedly and significantly increased UNVs substantive contributions to global dialogue on volunteerism. IYV+10 also increased UNVs visibility and positioning within the UN system. To become a norm-setting organization is a new concept for UNV and not clearly defined nor fully supported by all staff.

The most significant areas for improvement were related to the efficiency in which the efforts were implemented. Strategic planning, design and implementation could be more efficient and effective through clarity of purpose and thoughtful, timely decision-making that is inline with that purpose. The expenditures were not appropriately balanced, with a large portion of the funds being spent on aspects of the projects that were not sufficiently optimized in their value-added to the overall implementation. Additionally, the limited follow-up at the global, regional and national levels meant a missed opportunity for more meaningful connections with and among participants, partnership building and stronger impact.

Gender dynamics were unevenly addressed in UNV's efforts for marking IYV+10. The SWVR project incorporated gender dynamics both in numbers and in content, ensuring that staff and participants were balanced and that gender issues were discussed in meetings and addressed within the report. The IYV+10 project did not have a strategic, defined approach to gender in its design and implementation. IYV+10 also had less documentation around gender issues, so it was challenging to know to what extent gender dynamics were involved. While key informants reported strong participation of women and documents revealed partnerships with UN Women, there was no systematic guidance or reporting related to gender and, therefore, the implementation on this aspect was weak.

After only one year since the completion of IYV+10, there are already signs of impact. UNV has become a stronger actor by facilitating and participating in substantive work. More specifically, key informants reported instances of IYV+10 impacting the development of global and national policies on volunteerism, the strengthening of national volunteer infrastructures, the increased range of stakeholders' involvement in UNV activities, and UNV's increased role in UN-wide initiatives, such as Rio+20 and post MDG 2015 processes. UNV's impact was most apparent at the national level, strengthening and motivating national volunteer infrastructures.

Despite its weak post-project planning to integrate and mainstream their efforts into UNV's on-going work, key informants reported some areas of continued work inspired by UNV's

efforts in marking IYV+10. The SWVR was a resource at the global and national levels, the basis of further research, a resource for trainings and presentations on volunteerism, and a framework for national policy discussions and formulation on volunteerism. In addition, a number of national committees were also reported as continuing and expanding their work. This level of impact without planning or encouragement demonstrates the strong positive and practical impact of UNV's efforts in IYV+10 and the likelihood of strong possibilities for continued work along these lines in the future.

## 6. Best Practices and Lessons Learned

### Key Evaluation Question:

- What are the major lessons learned and the potential outcomes on relevance, effectiveness, efficiency and gender dynamics?

#### 6.1. UNV played a strong and unique convening role.

As a neutral and trusted partner, UNV was a strong convener that helped bring together various stakeholders. At the global and regional levels, UNV provided a bridge between volunteer involving organizations, CSOs and the UN system, and contributed to the global dialogue on volunteerism. At the national level, UNV supported and encouraged dialogue and action on volunteerism among a range of stakeholders who, in some cases, had not found ways to work together before.

#### 6.2. As a corporate priority, efforts had a broader impact.

Strong alignment and corporate prioritization facilitated an organization-wide commitment to the efforts and high quality outcomes. Particularly at the national level, UNV POs and National Coordinators were strongly committed, capitalizing on this synergy with their on-going responsibilities.

#### 6.3. Broader outreach and strategic follow-up would increase impact and resource mobilization.

At all levels, UNV's outreach to stakeholders mainly included those groups with whom they already have a connection. A broader range of participants will influence a wider range of stakeholders, increasing understanding and impact of the role of volunteerism and UNV's work. For example, the involvement of the media in national committees encouraged stronger understanding and more relevant, effective coverage of events. Additionally, improved planning to follow-up with participants at all levels continues to keep them engaged and aware of UNV's efforts, leading to stronger linkages and potential collaborations.

#### 6.4. Advocacy was meaningful and accurate when built from the ground up; next critical step is linking policy back to the ground.

The national voices were developed into regional recommendations during the regional consultations, which were ushered into the Global Volunteer Conference programme and

UN declarations.<sup>30</sup> However, the policy recommendations from the regional and global events have only been reported in small pockets where the advocacy cycle was not completed, linking the global declarations to strengthening volunteer national infrastructures.

**6.5. National committees were key to facilitating strong national impact and sustainability.**

National committees played a critical role in convening, facilitating substantive dialogue, and promoting volunteerism and national volunteer policy. A number of national committees are continuing their work, demonstrating stakeholders' motivation to sustain this mechanism. Although, UNV has no follow-up strategy articulated yet on how to sustain the efforts of these mechanisms and further support their capacity.

**6.6. National coordinators provided significant, cost-effective contributions to the effort.**

Stakeholder interests and commitment overall determined the success of IYV+10 at the national level. Low capacity and political instability were the main challenges for some countries, affecting stakeholder relationships (particularly with changing government officials), security of national committee members, and level of participation in activities and events. The National Coordinators, however, provided the opportunity for one person to solely focus on IYV+10 at minimal cost to the organization.

**6.7. Capitalizing and leveraging the initiative's resources strengthened efforts and reduced costs, though examples were limited.**

Leveraging project or initiative resources was an effective way to reduce costs and strengthen impact. Although it was useful to separate the two main projects, resources could have been leveraged more, such as back-to-back regional workshops. Despite efforts made with other agencies or organizations, there were limited examples of successful leveraging, such as the DPI-NGO conference or International Days such as the International Women's Day and World Aids day.

One very positive example was in communications training and coverage for IYV+10, which expanded UNV's media work overall. The time and resources dedicated to IYV+10 and SWVR communications and launches around the world expanded UNV's knowledge and capacities in general. UNV experimented with new social media channels, identifying those

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<sup>30</sup> The Summative and Forward-Looking Evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers: Desk Review Report, January 2013.

that were most effective and continuing to employ them today. The communications trainings for the SWVR launches built UNV staff's capacity in communications in ways that are applicable to other UNV activities and initiatives. And, the media attention drawn to IYV+10 efforts specifically, increased UNV's visibility overall.

**6.8. Limited ownership within UNV HQ meant inhibited implementation and impact.**

Both projects had limited involvement of UNV staff, which contributed to the limited ownership of the IYV+10 efforts within UNV. Although some mechanisms were in place (such as the Reader's Group or the brainstorming group), they did not sufficiently include UNV staff's expertise and insights throughout the implementation processes. As the IYV+10 initiatives were not well integrated into work plans or portfolios, UNV HQ staff, particularly the PMs, were not effectively involved and therefore less committed.

**6.9. Lack of monitoring severely limited UNV's ability to measure its impact.** Lack of an effective and timely monitoring system in place from the start, limited UNV's ability to effectively reflect on its work, adjust implementation throughout the process, validate data and measure its success. Furthermore, the social media monitoring tools were not used systematically, limiting the ability to judge the effectiveness of the media activities.

**6.10. Lack of strategic and timely decision-making led to inefficient implementation.**

UNV's success is even more significant, given the lack of efficient project management throughout. In both of the main IYV+10 projects, there was a lack of strategic and timely decision-making that affected the extent of UNV's impact in their efforts to mark the year. This was most apparent in the following areas:

- **Clarity of roles, responsibilities and time commitments:** For both main projects there was a lack of clarity of the roles and responsibilities between senior staff, which created confused, misdirected and delayed decision-making at times.
- **Project Approval, Recruitment, Procedures and Team Building:** Overall, the slow approval of project documents and recruitment process thus limiting time for implementation. However, particularly with the IYV+10 project, there was a sense of having a highly capable, connected team that was motivated to produce quality work. The regional meetings were effective in building a common understanding among national coordinators and POs.



## 7. Recommendations

UNV already has a number of initiatives directly evolving from its efforts in marking IYV+10: the next version of the SWVR, the post-2015 project, and the upcoming Decade of the Volunteer. These are all exciting opportunities for UNV to build on its successes. In the context of a challenging global economy and the small size of the organization, the following are strategic recommendations based on the learnings from the evaluation with suggestions mapping out specific ways in which UNV might address those recommendations. The next step will be for UNV staff to reflect on and take action to determine how these recommendations should be specifically integrated into on-going or future work.

### Key Evaluation Questions:

- What would be the appropriate strategies for UNV in capitalizing on the momentum created around the marking of IYV+10?
- How can UNV and its stakeholders ensure the sustainability of results achieved at national, regional and global levels, including the contribution to capacity development and the achievement of global and national developmental goals?

- 7.1. Develop a theory of change for each initiative to articulate a clear purpose and goals, implement effectively and efficiently, and continue to build on initiative's gains after initiative is completed.

UNV should take full advantage of corporate priorities and initiatives to help the organization move forward. This can only be accomplished with sufficient planning and resources to institutionally maintain and build on the outcomes of these short-term, catalytic investments. Developing a theory of change for each initiative through an internal, participatory process will provide a clear purpose and framework for successful implementation and a common understanding across the institution. Included in this theory of change should be a clear exit or mainstreaming strategy to ensure the gains and lessons learned from the initiative continue to be built upon. The following are some specific ways in which the organization might fulfil this recommendation:

- Conduct a participatory theory of change exercise to map out the vision, change statement and logic framework for the initiative.
- Streamline the project approval process to facilitate an earlier start.
- Incorporate activities into work plans at all levels (as is relevant) throughout the institution to allow staff to dedicate sufficient attention to all tasks.
- Incorporate job rotations into project staffing to minimize recruitment time and learning curve.
- Define an exit strategy with identified roles and responsibilities to mainstream and continue building on the gains of the initiative, considering both internal and external actors.

**7.2. Plan from inception how to capitalize on heightened stature to increase resources and mobilization.**

Given the high level of attention and resources dedicated to these efforts and their great successes, UNV should create plans, nationally and globally, on how they will capitalize on the myriad of ways in which their efforts have expanded their potential partnerships and collaborations. These plans should be developed as part of the theory of change from the beginning and integrated into work plans throughout the process and beyond. In addition to the outreach to UN agencies and linkages through UNVs, the organization should reach out to former UN Volunteers who are often well positioned within the UN system and other like-minded organizations. The following are some specific ways in which the organization might fulfil this recommendation:

- Develop on-going, shared database with notes about discussions and activities related to particular donors, partners and others, with clear lines of communication and responsibilities between implementation staff and Partnerships and Communications Division.
- Incorporate follow-up activities into the work plans of the staff that are responsible for that work.
- Improve and expand guidance notes for FUs on how to follow-up with national partners about potential resource or volunteer mobilization opportunities.
- Ensure sufficient space and clarity in FU work plans to include the responsibility to explore potential partnerships.
- Create or strengthen a mechanism for global, on-going peer-to-peer dialogue, which might be through Facebook or another web-based format.
- Create opportunities for continued regional dialogue and activities, such as developing or strengthening regional networks, web-based formats, or other means that will provide on-going interaction that will build from the regional or global meetings.

**7.3. Strengthen work on promotion and advocacy of volunteerism through capacity building of national volunteer mechanisms.**

UNV should continue to support the cycle of advocating volunteerism by facilitating concepts from the national level to regional recommendations to global declarations and then ensure that those declarations are utilized to strengthen national volunteer policy and infrastructure. UNV should expand its efforts in supporting and building the capacity of national coordination mechanisms to ensure local ownership and sustainability. These activities should be strategically designed to include representation of the disadvantaged and disenfranchised (particularly women, youth, rural and southern hemisphere) to increase validity and ownership of the work.

There should also be opportunities to engage countries throughout the entire world, particularly with those countries where there is a keen interest in promoting volunteerism.

In addition, UNV should continue to seek out opportunities to raise awareness and build relationships with groups that are not typically aware of the role of volunteerism, such as the DPI-NGO conference where participants were focused on environmental issues and learned about the role of volunteerism within that context.

**7.4. Facilitate norm setting, but not strive to be a norm-setting organization.**

UNV is perfectly positioned to facilitate substantive, intellectual dialogue around norms and standards in volunteerism. However, it is not equipped at this stage with sufficient expertise and resources to be a norm setting organization.

**7.5. Establish a useful and feasible monitoring system that is aligned with initiative and corporate outcomes.**

UNV must develop an on-going monitoring system that measures key data related to its corporate outcomes and overall impact, such as basic information on volunteer infrastructure within different countries. In addition, an appropriate monitoring system at the initiative level will facilitate improved accountability and implementation by encouraging evidence-based management and decision-making. These should be user-friendly systems that will measure progress and encourage reflection for adjustments and adaptation. The system must have a clear baseline, timely data collection and analysis, consolidation of reports and clear reporting roles and responsibilities to ensure accurate, verified data collection. The data collected from the initiative's monitoring should feed into the on-going organizational monitoring process. The following are some specific areas to monitor to help the organization fulfil this recommendation and improve its capacity to measure its impact:

- Number and type of activities of national committees
- Number and type of activities of volunteer networks
- Extent to which national volunteer policies exist and when they were established
- Number of hits related to social media activities
- Number of references to SWVR in other work

**7.6. Continue to build communications capacity throughout the organization.**

For similar upcoming initiatives, UNV should build on the communications training that occurred throughout the organization for the SWVR launch by developing clear and useful communications tools and products with sufficient time and resources to train and support relevant staff across the organization. The communications tools should be carefully selected according to the expected results. In addition, UNV should maximize communications resources with UN agencies, national VIOs, global and national media, UN communications units at both HQ and national levels. Finally, UNV should focus on the social media sites - Facebook, Twitter, YouTube – which proved to be more effective at engaging stakeholders or followers in general.

**7.7. Intentionally and strategically incorporate gender dynamics into all work.**

As a thematic corporate priority, UNV should intentionally and strategically incorporate gender dynamics into all of its work. The following are some specific ways in which the organization might fulfil this recommendation:

- Ensure that all events take into consideration the power dynamic between participants, strategically balancing according to gender, position, role, etc. to ensure all voices are heard.
- Ensure that the voices of experts on volunteerism and gender are included (at an appropriate level for the context) within every event.
- Ensure that gender dynamics are discussed and articulated in dialogue about the development of declarations on volunteerism
- Ensure that global declarations and UNV-supported studies on gender and volunteerism are taken into consideration in more specific policy discussions.

**7.8. UNV should build on the SWVR's success and learnings to develop a more focused report, an inter-related process of data gathering and dissemination, and a simplified implementation strategy.**

UNV produced a good quality report that raised the stature and quality of involvement of the organization. Since the SWVR is planned to continue and should become a signature document for UNV, the following are some specific ways in which the organization might fulfil this recommendation:

- Define more focused topics for the report from its inception. The content of the SWVR should be finalized before UNV commissions background papers or recruit technical staff as well as UNV online volunteers.
- Create one Technical Advisory Board once the topic for the next SWVR is determined. Given financial constraints, a High-Level Advisory Board should only be included with minimal expense (eg, virtual meetings or piggy-backing with other events).
- Leverage UNDP's responsibilities with UNV to provide resources, knowledge networks and regional centers at the national, regional and global levels throughout the development and dissemination of the report, as is useful.
- Leverage events with other partners and stakeholders, maintaining their interest throughout the process to encourage ownership and enthusiasm for dissemination and utilization.
- Involve UNV staff in SWVR from the very beginning to benefit from their wealth of knowledge and experiences, as well as increase ownership and support across the organization.
- Create a system that will allow for inputs from a representative range of stakeholders, with each topic building on the last. For example, during a dissemination meeting of a current report, themes for the next report are discussed

to generate relevant inputs. And inputs from these stakeholders are aligned with the new topics to ensure relevance.

- Create a strategic promotion process with sufficient allocation of funds, including guidance for UNV FUs on ways to encourage dialogue within their countries on the report's content.

## Annex 1: Terms of Reference

### EVALUATION CONSULTANT

<b>Location :</b>	Home Based
<b>Application Deadline :</b>	30-Sep-12
<b>Type of Contract :</b>	Individual Contract
<b>Post Level :</b>	International Consultant
<b>Languages Required :</b>	English
<b>Starting Date :</b> (date when the selected candidate is expected to start)	29-Oct-2012
<b>Duration of Initial Contract :</b>	October 2012 to April 2013
<b>Expected Duration of Assignment :</b>	October 2012 to April 2013

### Background

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

UNV engaged 7,545 UNV volunteers in 2009, on a total of 7,716 assignments. With an average age of 37 years and the requisite professional skills and qualifications of some 5 to 10 years relevant experience, UNV volunteers served in 128 countries in 2009 and came themselves from 158. The majority – 80 per cent – come from developing countries. One third of UNV volunteers served in their own countries, with the others carrying out international assignments. The financial equivalent of programme activities exceeds US\$200 million annually. In addition, as the focal point in the United Nations for the International Year of the Volunteers (IYV2001), UNV is active in the follow-up to the Year, for which the key objectives are the recognition, facilitation, networking and promotion of volunteerism.

The UNV organization:

UNV is headquartered in Bonn, Germany and has approximately 150 staff positions – with the majority in Bonn and some positions with different UN peacekeeping and political missions, and in other Headquarters locations (e.g. New York and Tokyo). The major organizational groups within UNV are:

- The Office of the Executive Coordinator (OEC);
- The Evaluation Unit (EU);
- The Corporate Planning and Performance Unit (CPPU);

- The Volunteer Programme and Management Group (VPMG) comprising the Peace Division (PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU) and Volunteer Knowledge and Innovation Section (VKIS);
- The Partnerships and Communications Division (PCD) comprising the Partnerships Section (PS) and the Communications Unit (CU);
- The Management Services Division (MSD) comprising the Information and Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS) and the Administration Unit (AU). Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

#### Organizational setting

The Evaluation Unit (EU) is responsible for monitoring and evaluation activities to promote learning and accountability in UNV. The Unit reports directly to the Executive Coordinator. As UNV is administered by the United Nations Development Programme (UNDP), the EU follows the policies and guidelines of the UNDP Evaluation Office which can be found following this link: <http://www.undp.org/evaluation/>. UNV is also a member of the United Nations Evaluation Group (UNEG), which brings together evaluation offices and specialists from across the UN system. In 2005, UNEG adopted evaluation norms and standards that can be found under this link: <http://www.unevaluation.org/>. The UNV EU contributed to the development of these norms and standards and is working to strengthen UNV's overall evaluation capacity so that it will fully comply with UNEG norms and standards for all its activities. All evaluations at UNV follow the Terms of Reference, the Evaluation Report Structure and the UNV Management Response Template; all of which provide a detailed framework for presentation of evaluation findings and recommendations for organizational learning and accountability on its performance and contribution to development results.

#### Project Title:

Summative and forward-looking evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers (IYV+10)

#### Project Objectives:

These Terms of Reference (TOR) have been prepared for the summative and forward-looking evaluation of the marking of the Tenth Anniversary of the International Year of Volunteers (IYV+10). Led by the United Nations Volunteers (UNV) programme, 'the marking of IYV+10' encompasses three sets of activities and initiatives undertaken or supported by UNV either under two major projects, which are the IYV+10 Project and the production of the State of World's Volunteerism Report (SWVR Project), or directly or indirectly by UNV headquarters, field units or partners. The evaluation of IYV+10 is intended to assess the achievements, outcomes and overall impact of the marking of IYV+10 and determine to what extent they have contributed to strengthening the recognition, networking and promotion of volunteerism worldwide and enhancing public mobilization, perception and understanding of the critical role of volunteerism in peace and development. The evaluation will also be looking at the overall performance of UNV in its role of global focal point on

volunteerism in convening, planning, designing, organizing, coordinating, managing and following up on IYV+10-related initiatives undertaken at local, national regional and global levels. Using mixed methods, the evaluation will analyze the relevance, effectiveness, efficiency, coherence and coordination, impact and sustainability of IYV+10-related activities, events or processes initiated at various levels by, or with support or participation of UNV to foster advocacy, awareness, mobilization, stakeholder and public engagement towards volunteerism as a means to boost civic engagement in achieving peace and development results, and addressing global development challenges including the Millennium Development Goals (MDGs).

From strategic policy and management perspectives, the evaluation findings and conclusions will inform, through lessons learned and recommendations, UNV's future campaigns or similar undertakings, support its accountability in delivering on its focal point role, and make suggestions on ways to sustain the impact of the IYV+10 beyond 2011 by promoting the establishment of a global platform for volunteerism.

**Project Context / Background / Rationale / Scope:**

**Background:**

In November 1997, the United Nations General Assembly (UNGA) adopted Resolution 52/17 proclaiming 2001 as the first-ever International Year of Volunteers (IYV) and designated UNV as the focal point for preparations, implementation and follow-up of the Year. The IYV was centered on four interconnected goals: of recognition, promotion, facilitation and advocacy of volunteering. In line with UNGA Resolutions 56/38 and 57/106, UNV's mandate was then expanded from a focus on mobilization of volunteers to include advocacy for, and integration of volunteerism into development programming. The commemoration of IYV enabled UNV to be widely acknowledged in its leading role for the recognition and facilitation of volunteerism as a valuable component in the response to socio-economic, cultural, humanitarian, and peacebuilding challenges worldwide. At the 2001 UNGA asked the UN Secretary-General to report back on the follow-up to IYV on a tri-annual basis, follow-up reports on the IYV were discussed in 2002, 2005 and 2008, the last of which called for the marking of the tenth anniversary of IYV or 'IYV+10' in 2011 through Resolution 63/153. That Resolution highlighted the significance of volunteerism for the achievement of the Millennium Development Goals (MDGs) and invited governments, media, civil society, development partners, the private sector and the UN to mark IYV+10 at the global, regional and national levels. The 5 December 2011 International Volunteer Day would therefore, be devoted to the commemoration of IYV+10, with two plenary meetings of the UNGA.

In response to UNGA appeal UNV convened a consultative meeting in Bonn in 2009, with representatives from international and regional volunteer involving organizations, government agencies, academic institutions and UN entities to discuss the preparation and implementation of IYV+10. A Global Plan of Action was developed, becoming a roadmap for the marking of IYV+10. A Vision Statement and a Global Call for Action were also produced. At a follow-up working group meeting at UNV headquarters in October 2010, diverse stakeholders pledged to support or launch IYV+10-related activities worldwide, thus confirming UNV's leading role in global stakeholder's engagement to mark IYV+10. Internally, UNV began to develop and implement its own initiatives with the assistance of



Field Units. Subsequently, UNV established in 2010 a full-fledged project entitled “Marking International Year of Volunteers plus Ten” (IYV+10) to coordinate its efforts. The IYV+10 Project was worth about US \$5 million funding from the Special Voluntary Fund and various donors including the European Commission, Japan, Germany, and the White Helmets (Argentina). For synergy and effectiveness the IYV+10 project team was functionally integrated to the UNV’s structure, also given the potential contribution of IYV+10’s to the achievement of Agency’s key corporate results. The Project outputs were:

- Development of global coordination mechanisms for IY+10 leadership (Output 1);
- Marking of IYV+10 at the global level (Output 2);
- Commemoration of IYV+10 at the regional and national levels along with contribution to global reports, strategies and action plans beyond IYV+10 (Output 3);
- Preparation of IYV+10 lessons and “beyond IYV+10 strategies and action plans” (Output 4).

Externally through the IYV+10 Team or directly UNV led, supported or participated in a series of events such as the Commission on Social Development (2010 and 2011), the Global Summit on Volunteerism and MDGs (2011), the 64th Annual UN DPI/NGO Conference (2011), the Southern Africa Conference for Volunteer Action (2011), the European Year of Volunteering (2011), the Global Volunteer Conference (2011), and 4 regional IYV+10 consultations held in Quito, Ankara, Manila, and Dakar (2011). UNV supported the creation of IYV National Committees, produced a Guidance Note for Field Units, held a meeting of 17 National Volunteer Committees, collected best practices and case studies, prepared and disseminated newsletters and communication materials, hired 45 National and International UN Volunteers as IYV+10 National Coordinators for key field locations, engaged 62 Online Volunteers, held briefings for international media, hosted an IYV+10 website, facilitated fundraising and engagement in different countries, and promoted a global social media coverage of IYV+10 activities.

To advance IYV+10 objectives, UNV’s strengthened its strategic partnerships were with civil society and intergovernmental organizations, volunteer involving organizations (VIOs), UN Member States and entities, and the private sector , engaging some world renowned advertising companies, multi-media outlets, and IT service providers to effectively disseminate the messages of volunteerism during IYV+10.

As part of its convening role at the global level for IYV+10, UNV commissioned the first-ever State of the World’s Volunteerism Report (SWVR), a flagship publication. The SWVR’s objective was to reinforce knowledge and discussion around the changing face of volunteerism as a significant force for economic and social development and MDG achievement. The international community in successive UNGA resolutions had reaffirmed the significance of volunteerism for the achievement of the MDGs. Moreover, the SWVR and IYV+10 were conceptually linked in so far as they both promoted volunteerism in its diversity and placed volunteerism on national, regional and global development agenda.

UNV approved the SWVR Initiation Plan in 2009 to enable critical preparatory work including synthesizing lessons learned from similar ventures such as the UNDP Human

Development Reports (HDRs), the State of the World's Children (UNICEF) and the State of the World's Population (UNFPA). The SWVR project was launched in 2010 with a budget of about US \$3 million, including funding from UNV's Special Voluntary Fund and the European Commission. Specific project outputs were: 1) preparations for SWVR (Output 1); 2) a draft SWVR using information and knowledge from research work (Output 2); 3) the final SWVR (Output 3); and 4) SWVR dissemination and discussion with partners and the media (Output 4). A SWVR project team was established within the Office of the UNV Executive Coordinator. Much of the project's work was research-oriented. It was broadly thought that the SWVR contributed to the achievement of key UNV corporate results, as highlighted above.

The production of the SWVR was done in a participatory and inclusive approach involving academic and research institutions, government representatives, and civil society organizations from all regions of the world. A worldwide literature review, online discussions on development networks, and research on proverbs and media perceptions were conducted. 8 regional consultations (Eastern Europe/CIS, Middle East and Northern Africa, Western Europe, North America, Francophone Africa, Anglophone Africa, Asia/Pacific, and Latin America) and a civil society meeting were held between 2010 and 2011. More than 20 thematic and regional background papers were commissioned. All these were processed and brought together by a group of independent writers and UNV staff.

IYV+10 was celebrated in New York and around the world through a variety of initiatives, with a culmination on 5 December 2011 through a series of high-profile UN events including two special UNGA sessions, the passing of UNGA Resolution 66/67 on volunteering and the launching of the SWVR, a multimedia exhibition, two major global promotional Internet-based campaigns on social media. The SWVR project complemented IYV+10 to the degree that IYV+10 project activities and events organized by UNV and the network of IYV+10 stakeholders, served as a valuable platform to disseminate and debate the key findings of the SWVR. They sustained media and policy maker's attention to the importance of volunteerism for peace and development, UNV's core mandate. There is broad consensus that UNV productively played its convening role at the global level in marking IYV+10, making the IYV 2011 a major milestone not only for itself but for all IYV+10 stakeholders worldwide. While the SWVR project closed on 31 May 2012 and the IYV+10 projects will come to a close on 30 June 2012, UNV continues to support volunteerism for sustainable development and peace building around the world.

Through the IYV+10 project activities and the launches of the SWVR or its dissemination by UNV field units and partners, the marking of IYV+10 in 2011 offered a unique opportunity for governments, volunteer involving organizations (VIOs), UNV, the UN system, civil society organizations, businesses, academic institutions, and other stakeholders to further advance the recognition and promotion of volunteerism worldwide. Stakeholder mobilization at national and global levels has been a key component of the strategy to make the IYV+10 campaigns a success. More than 60 IYV+10 national committees and UNV field units marked the commemoration and made recommendations for future policy discussions. National new volunteer coalitions were established, new policy frameworks adopted, and resources leveraged. In collaboration with its field presence as well as on-the-ground and online volunteers, UNV supported national volunteerism coordination

mechanisms and bodies and convened diverse stakeholders at different occasions during 2011 resulting in the development of a comprehensive vision and agenda for volunteerism during IYV+10 and beyond. UNV supported a number of national, regional and global consultations and events including five regional consultation meetings in Quito, Ankara, Manila and Dakar, the 64th UNDPI/NGO Conference in Bonn, the Global Volunteer Conference in Budapest, and two UN General Assembly sessions dedicated to IYV+10, among others.

### **Duties and Responsibilities**

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Evaluation scope and objectives:

The goal of the evaluation is to analyze the outcomes of three set of inter-related initiatives which were all part of the overall marking of IYV+10, including the IYV+10 Project, the SWVR Project, and other UNV activities, ranging from support to field units to stakeholder engagement meetings and consultations to the organization, participation or contributions to various internal or external processes and initiatives.

The evaluation will take a horizontal cut by analyzing the partners and stakeholders' response at national, regional and global levels to UNV-led or sponsored undertakings, in order to determine to what extent the marking of the IYV+10, either through the IYV+10 and SWVR projects, or directly by UNV or indirectly through partners have contributed to enhancing recognition, facilitation, networking and promotion of volunteerism worldwide.

The evaluation will also assess the impact of UNV's activities/campaigns on member states' response to the UN appeal through various resolutions (56/38, 60/134 and 63/153, the 2008 resolution) inviting all governments, media, civil society, the private sector, development partners, and UN entities to mark IYV+10 at regional and national levels in countries with UNV presence (field units, IYV+10 national coordinators) as well as in those without any direct UNV presence.

From project management perspective, the evaluation will analyze the planning, management and implementation of the IYV+10 campaign and the production of the SWVR with a view of capturing major achievements, successes, good practices, shortfalls, challenges, lessons learned and prospects. The evaluation will look into the management and coordination challenges faced by the two projects, and the overall UNV corporate response in terms of understanding of the corporate strategic objectives underpinning the marking of IYV+10, integrating the two major projects into their organizational structure, functions and processes with the impacts and challenges (IT, Procurement, Communications, Finance, HR, Partnership, etc. just to name a few).

In terms of timeframe, although the evaluation will focus mainly on the last two years preceding the commemoration of IYV+10, i.e., the 2009-2011 period, the analyses will also look at the impact or outcomes of key initiatives undertaken during the decade 2001-2011 such as the 2008 Resolution 63/153 which called for the marking of the tenth anniversary of IYV in 2011 through, thus indirectly confirming UNV's role as focal point. Also, in a forward-looking approach the evaluation will briefly evoke some follow-up actions to the IYV+10 and the SWVR already undertaken in 2012, such as the continue media coverage and launches of the SWVR, actions or events initiated at national level, mobilization of field

units, or stakeholder consultative meeting organized in March 2012 in New York.

The evaluation will therefore, use a holistic approach by balancing global coverage and detailed analysis in a selected number of countries and focusing on the activities of a cross-section of stakeholders and partners. While the evaluation will attempt to focus on the specific activities of UNV falling within the scope of the IYV+10 Project, it will also make recommendations that the projects partners and stakeholders might use to improve the design and implementation of similar campaigns in the future. For the SWVR an analysis of the relevance, effectiveness and efficiency of the overall approach including the consultation mechanisms and the data collection methods will provide useful lessons learned for the future editions of the Report, which should become a UNV's flagship product.

#### Expected Project Output/Outcome:

The evaluation will assess the relevance, effectiveness, efficiency, impact, coordination and sustainability of the marking of IYV+10. The key evaluation questions are grouped around the following topics:

#### Relevance and rationale:

- How was UNV's understanding of its role as the global focal point in the marking the IYV+10? What were key strengths and constraints in its capacity as a focal point for the Year?
- To what extent was UNV's delivery on the marking of the IYV+10 relevant to its mandate and the overall approach consistent and aligned with its corporate/planning priorities?

#### Effectiveness:

- How effective has UNV be in reaching out to key institutional and non-institutional stakeholders and partners by using the consultation forums and mechanisms put in place for the IYV+10 and the SWVR?
- How effective and relevant was UNV's approach in mobilizing member states' awareness and positive response to the UN appeal for the marking of IYV+10?
- To what extent has the overall marking of IYV+10 contributed or consolidated UNV's potential in positioning itself in leading the establishment of a global volunteer platform, and as a norm-setting organization on volunteerism within the UN system and globally?
- How effective has been the communication approach /strategy developed within the two projects and at corporate level to getting clear messages out, reaching out and engaging partners, achieving adequate media coverage at all three levels (country, regional and global)?

#### Efficiency:

- How (cost)-effective were the design, planning, organization, implementation and coordination of the overall marking of IYV+10 and the SWVR from corporate project

management perspective and what are the main lessons learned?

- How efficient was UNV in mobilizing and using resources (human, media/communication/IT, financial, partner organizations) directly or through the two flagship projects for the successful the achievement of expected outcomes?

Coherence and coordination:

- How effective and responsive was UNV in supporting the IYV+10 and SWVR projects at corporate and strategic levels and what are the major lessons learned and the potential outcomes on organizational effectiveness?
- Impact and Sustainability
- What are key results and good practices developed during the preparation and the marking of IYV+10 and the production of the SWVR that could be replicated in other similar projects or settings?
- What would be the appropriate strategies for UNV in capitalizing on the momentum created around the marking of IYV+10 and SWVR to sustain the international dialogue and UNV-led global platform on volunteerism to address global peace and development challenges such as the MDGs, post 2015 and Rio+20 agendas?
- How can UNV and its stakeholders ensure the sustainability of results achieved at national and global levels, including the contribution to capacity development and the achievement of global and national developmental goals?
- What was the impact of IYV+10 on partnerships for volunteering at national and local levels and how did IYV+10 contribute to new opportunities for collaboration and cooperation?

Expected Result from the Complete Implementation of this Contract:

The final evaluation report will be a 50-page document (excluding the annexes), in English, containing a comprehensive analysis compliant to the UNDP Evaluation Policy requirements, and international evaluation standards (UNEG Norms and Standards, OECD-DAC Quality Standards for Development Evaluation) as indicated in Annex 3. The final report will be a stand-alone document with an Executive Summary, the main findings, conclusions and recommendations.

Previous work done/history (if any):

Please see background information above.

Other Relevant Information:

The evaluation will be using mixed methods combining qualitative and quantitative research to assess the achievement of outcomes, behavioural/societal change and the role of partners and stakeholders. The multiple lines of evidence used could include but not limited to the following: literature review, analysis of project documentation/desk review, key informant/stakeholder interviews including in selected countries and field units/national IYV+10 coordinators, survey of stakeholders including VIOs, members of the

initial working group on YVV+10, and case studies both in selected countries with direct UNV presence and without direct UNV presence and focus groups. In addition to primary data, the evaluation will rely on a comprehensive review and analysis of relevant data sources such as the IYV+10 and SWVR project files, results frameworks and progress reports, administrative documents, baseline assessments, meeting reports, IYV+10 products, output planning documents, activity output reports, databases, IYV+10 and SWVR media coverage and other online information including social media platforms, the results of the 2012 stakeholder survey on progress in 'Follow-up to the implementation of the International Year of Volunteers' General Assembly recommendations, the results of stakeholder engagement meetings initiated by UNV, just to name a few.

The consultant is, however, expected to submit a detailed methodological approach and workplan in the evaluation inception report, which will also contain estimated costs.

#### Scope of Work, Responsibilities and Description of the Proposed Analytical Work:

The assignment will be carried out over the period from 29 October 2012 to 3 April 2013. The consultant will be able to do preparatory work for the evaluation from home. Below are the expected milestones:

- Start-up of the evaluation and collection of primary data (Visit to UNV headquarters & Initial Meeting): 29 October 2012
- Inception report (+ Detailed workplan) 27 November 2012
- Review of Project documentation (Synthesis Report) 14 December 2012
- Data collection (primary data collection)
- Field Reports
- Preliminary report 15 February 2013
- Draft Final Evaluation report: 22 March 2013
- Revised Final report (+ presentation in Bonn 3 days): 6 April 2013

#### Evaluation costs and payment:

The Consultant should submit a financial proposal along with his/her application. The financial proposal should include all costs including travel expenses. The payments will be made in five installments, against the main evaluation deliverables and upon satisfactory rating by Project Manager: 25% for the Inception Report; 20% for the Synthesis Report; 20% for the Preliminary Report; 30% for the Draft Final Evaluation Report and 5% for the Revised Final Evaluation Report.

Evaluation deliverables include the following:

- Inception Report and Interview/Survey Report + Detailed workplan (Due date: 27 November 2012)
- Synthesis Report/Document Review (Due date: 14 December 2012)
- Preliminary Report (Due date: 5 February 2013)
- Draft Final Evaluation Report (Due date: 22 March 2013)

- Revised Final Evaluation Report (Due date: 6 April 2013)

#### Final Evaluation Report specifications:

The final evaluation report will be a 50-page document (excluding the annexes), in English, containing a comprehensive analysis compliant to the UNDP Evaluation Policy requirements, and international evaluation standards (UNEG Norms and Standards, OECD-DAC Quality Standards for Development Evaluation) as indicated in Annex 3. The final report will be a stand-alone document with an Executive Summary, the main findings, conclusions and recommendations.

#### Evaluation management:

The Evaluation will be managed by the UNV Evaluation Unit and an Advisory Group. The Evaluation Manager will be the Chief of the Evaluation Unit. He will be responsible for the day-to-day management of the evaluation, for the selection of the consultant(s) and supervision its/their work, for the management of the contract and of the communication between the evaluator(s) and the Advisory Group, and for convening and chairing the Advisory Group meetings.

Chaired by the Chief of the Evaluation Unit, the Advisory Group will be composed of representatives of the Office of the Executive Coordinator (OEC), Partnerships and Communications Division (PCD), Volunteer Programme and Management Group (VPMG) and the IYV+10 Project Manager. The Advisory Group will be responsible for approving the TOR, providing guidance for the evaluation, reviewing the project deliverables, providing quality assurance/oversight and approving the final evaluation report.

#### Competencies

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##### Competencies required carrying out this consultancy:

- Extended experience (at least 5 years) in monitoring and evaluating advocacy and campaign projects, particularly in the field of volunteerism for UN or other international development agencies;
- Experience working with civil society organizations/voluntary sector;
- Knowledge and understanding of the UN system and UNV mission, mandate and activities;
- Knowledge of the UNDP Evaluation Policy and guidelines and of international evaluation standards (UNEG, OECD-DAC);
- Good analytical and writing skills;
- Experience in project management, especially in international development context.

#### Required Skills and Experience

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##### Education:

- At least a Master's degree or equivalent in social sciences, development studies, performance measurement/RBM, monitoring and evaluation, or other related areas.

Experience:

- At least five years of working experience in providing results-based management (RBM), monitoring and evaluation consultancy services. Experience in the volunteerism sector will be an asset;
- Experience in outcome evaluation, event evaluation and/or impact evaluation will be an asset.

Language Requirements:

- Fluent in English both written and spoken. Knowledge of French, Spanish and Arabic will be an asset.

The consultant(s) will be requested to provide references and/or samples of previous work.

Evaluation criteria for Award of Contract:

UNV will select the winning candidate from among the companies or individuals submitting a complete bid by the proposal deadline. All applications must include detailed curriculum vitae and contact details of three references (at least two of whom must be familiar with the applicant's work), along with a proposal (maximum 5 pages) with a detailed work plan, proposed methodology and costs, outlining how they intend to accomplish this task. Please provide your professional fee expectation per day while other terms to be discussed in person. The budget should not exceed the amount of in total. The consultant is responsible for meeting their own accommodation and feeding costs if travel is involved.

The selection criteria will include the following:

- Experience of the evaluator/evaluation team in relevant fields (Volunteerism and UNV/UN system);
- The quality and applicability of methodology proposed;
- The proposed time-frame;
- The requested price for services.

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract should be made to the individual consultant or company whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and



- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight; 80%

\* Financial Criteria weight; 20%

Only candidates obtaining a minimum of 70% would be considered for the Financial Evaluation. The candidate obtaining the overall highest score after adding the technical score and the financial score will be awarded the contract.

Evaluation Criteria Max. Point  
Technical Points

- Motivation: 100
- Experience in monitoring and evaluating advocacy and campaign projects for the UN and or international organisations: 200
- Expertise in providing results-based management (RBM), monitoring and evaluation consultancy services: 150
- Expertise in the volunteerism sector: 50
- Language skills –Fluency in English
- Asset; French, Spanish or Arabic: 100
- Technical proposal : 200
- Financial 200
- Total 1000

Only those who pass the 70% technical evaluation score will be considered. Interviews will be used to determine the technical competencies of the candidates. Excellent language and report writing skills are prerequisites for even being considered for the interview process. Only companies/consultants with relevant experience in supplying similar services will be considered qualified.

Financial calculation: The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. The equation for this calculation is as follows:

$$p = y (\mu/z).$$

Where: p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

z = price of the proposal being evaluated

How to apply:

Applications, which should be submitted via the UNDP Jobshop on line no later than 30 September 2012, and have to include an up-to-date CV; a proposal (maximum 5 pages) covering methodology, work plan and cost; a list of three references; and a description of any previous relevant work carried out. Only short-listed applicants will be contacted. The

consultancy is also open to consultancy companies and individual consultants.

The Financial proposal (requested lump sum fee) to be sent in a separate email to [procurement@unv.org](mailto:procurement@unv.org), with the subject title 'IYV-SWVR Evaluation', Att. Marc Wharton.

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel:

All envisaged travel costs must be included in the financial proposal; (5 days for an initial visit to Bonn and 3 days at the end of the consultancy, this should include an economy priced return ticket and per diem and terminal costs). This includes all travel to join duty station/repatriation travel. UNV will not accept travel costs exceeding those of an economy class ticket. Should the Consultant wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses would be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

If you submit an application, UNV expects that you have read and agree with the TOR and the UNV Terms and Conditions, available online:

[http://www.unv.org/fileadmin/docdb/pdf/2011/procurement/UNV-IC\\_Terms%20%20Conditions.pdf](http://www.unv.org/fileadmin/docdb/pdf/2011/procurement/UNV-IC_Terms%20%20Conditions.pdf)

Requests for further information must be sent in writing to the e-mail indicated above. Please note all applications must be submitted via the UNDP Job shop, we cannot accept application solely sent by e-mail.

TOR Annexes and suggested data sources are as follows:

- UNDP Evaluation Policy and related tools: <http://www.undp.org/evaluation/>
- United Nations Evaluation Group: Norms and Standards <http://www.uneval.org/>
- OECD-DAC Quality Standards for Development Evaluation: <http://www.oecd.org/dataoecd/55/0/44798177.pdf>
- IYV+10 Project Document
- SWVR TOR/ Project Document/ Report
- UNV Corporate Plan 2009-2011
- Collection of IYV+10 / SWVR speeches and declarations
- IYV+10 planning documents: Global Stakeholders Meetings 2009 and 2010
- IYV+10 campaign output documents
- IYV+10 substantive outcome documents from partners/stakeholders meetings

- Reports from UNV Field Units and national level IYV+10 Coordinators
- Evaluation reports from the IYV+10 events
- IYV+10/SWVR newsletters
- DPI NGO Report
- Any other relevant documents and information.

On SWVR:

- SWVR Global Project Document
- Draft narrative project report, covering the period 2010-2012.
- Lessons learned report (summary report from the SWVR Review Meeting on 29 march 2012)
- Lessons learned log
- Scoping mission paper (2010)
- Overall timeline (prepared in July 2010) and workplans for 2011 and 2012 (prepared in April 2011)
- Minutes from the Project Board Meeting on 5 April 2011
- Preliminary media coverage report

## Annex 2: List of Key Informants

Table 1: Key Informant Details

First Name	Last Name	Date of Interview	Name of Organization in 2011	Position in 2011
<b>GLOBAL SWVR</b>				
Aygen	Aytac	1/9/13	UNV	SWVR Project Manager
Robert	Leigh	1/10/13	UNV	SWVR Senior Writer
Vera	Chrobok	1/28/13 4/23/13	UNV	SWVR Assistant
Ben	Lough	1/24/13	UNV	SWVR Researcher
Eva	Jespersen	4/11/13	UNDP	Deputy Director, Human Development Report
<b>GLOBAL IYV+10</b>				
John	MacDonald	1/20/12	European Commission	Directorate-General for Communication
Philip	Sen	1/22/13	UNV	IYV+10 Communications Specialist
Kate	Cotton	1/28/13	VSO International	National Volunteering Management
Jordi	Llopart	1/29/12	UNV	Chief, Office in New York
Jürgen	Schmid	2/5/13	BMZ	
Shoko	Haruki	2/12/13	Japanese Mission to UN	
Maria	Chavez	2/15/13	DPI	Chief, NGO Relations
<b>NATIONAL IYV+10</b>				
Heba	Nosseir	2/27/13	Egypt	NUNV National Coordinator
Bakoly	Robinson	2/28/13	Peru	IUNV National Coordinator
Simone	Beccaria	3/19/13	Burundi	UNV PO
Amita	Dahiya	3/22/13	India	NUNV National Coordinator
Carol	Kiangura	3/22/13	Kenya	VSO
Mohamed	Kadry	3/23/13	Egypt	Youth NGO (Waseela)
Junior	Mecier	4/1/13	Haiti	NUNV National Coordinator
Jelena	Ristić Beronja	4/1/13	Volunteer Services of Serbia	Volunteer Program Coordinator
Manal	Kamal	4/3/13	Egypt	Center for development services
Giovanni	Mozzarelli	4/3/13	Ukraine	UNV PO
George	Oloo	4/4/13	Kenya	NUNV National Coordinator
Fadhil	Barkaar	4/5/13	Sri Lanka	NUNV National Coordinator
Aisha	Raffay	4/8/13	Sudan	NUNV National Coordinator
Bart	Tilkin	4/9/13	Peru	UNV PO
Anika	Camilo	4/15/13	Brazil	UNV PO
<b>Interviews from Missions to UNV HQ</b>				

Mae	Chao	11/20/12	UNV	Policy Advisor Volunteerism, VKIS
Dominic	Allen	11/26/12	UNV	Management Specialist, Office of the Executive Coordinator
Dieudonne	Mouafo	11/26/12 4/23/13	UNV	Chief, Evaluation Unit
Safa'a	Ali	11/27/12	UNV	Chief, Management Services Division
Simona	Costanzo	11/27/2012 11/28/2012 4/23/13	UNV	Project Manger, IYV+10
Edmund	Bengtsson	11/29/12 4/23/13	UNV	Program Operations Specialist, Quality Assurance Unit
Ibrahim	Hussein	11/28/12 4/23/13	UNV	Senior Portfolio Manger, Development Division
Ghulam	Isaczai	11/28/12	UNV	Chief, Development Division
Allen	Jennings	11/28/12 4/23/13	UNV	Deputy Chief, Development Division
Johannes	Kratzheller	11/28/12	UNV	Chief, Human Resources
Vivek	Mathur	11/28/12	UNV	Chief, Finance
Petra	Mirzadeh	11/28/12	UNV	Portfolio Associate, PD
Flavia	Pansieri	11/28/12	UNV	Executive Coordinator, UNV
Jocelyne	Patel	11/28/12	UNV	Chief, Corporate Planning and Performance Unit
Petra	Selhausen	11/28/12	UNV	Finance Clerk
Elise	Bouvet	11/29/12 4/23/13	UNV	Programme Specialist, Online Volunteering Service, VKIS
Manon	Bernier	11/29/12 4/23/13	UNV	Portfolio Manager, Development Division
Kevin	Gilroy	11/29/12	UNV	Chief, Peace Division
Kazumi	Ikeda-Larhed	11/29/12	UNV	Chief, Partnerships and Communications Division
Jennifer	Stapper	11/29/12	UNV	Chief, Communications Unit
Marco	Van der Ree	11/30/12	UNV	Chief, Partnerships Section
Francesco	Galtieri	2/22/13 4/23/13	UNV	Deputy Chief, Peace Division
Richard	Dictus	4/23/13	UNV	Executive Coordinator, UNV
Lothar	Mikulla	4/23/13	UNV	Communications Specialist, SWVR
Peter	Devereux	4/23/13	UNV	Partnership Specialist, Civil Society
Svend	Madsen	4/23/13	UNV	Chief, Human Resources

Table 2: Key Informants Representations

	UNV HQ Missions Interviews	Virtual Interviews
<b>Gender</b>		
Female	10	14
Male	16	13
<b>Type of Organization in 2011</b>		
UNV	26	17
UN	-	3
Government		3
International NGO/ International VIO	-	2
National NGO/ National VIO	-	2
<b>Type of Involvement with IYV+10 Efforts</b>		
Project Teams	4	13
Other UNV staff	22	4
National Committee	-	3
Partner	-	5
Other	-	2
<b>Duty Station in 2011</b>		
Africa	-	3
Arab	-	4
Asia	-	2
Europe and CIS	-	2
Latin America & Caribbean	-	4
Head Quarters	26	12
<b>Total Number of Participants</b>	<b>26</b>	<b>27</b>

## Annex 3: Bibliography

### Documents from SWVR Project

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