



PROGRAMMING VOLUNTEERISM FOR DEVELOPMENT

GUIDANCE NOTE



This Guidance Note is intended for use by stakeholders involved in supporting country analysis and the preparation and implementation of United Nations Development Assistance Frameworks.

Bonn, Germany (February 2009)



Table of Contents

Executive summary.....	iii
1.0 Background and rationale.....	1
1.1 Audience and purpose of this guidance note.....	1
1.2 What is volunteerism?.....	1
1.3 Why volunteerism?	2
1.4 The contributions of volunteerism for development.....	4
2.0 The role of volunteerism in supporting country analysis and the UNDAF.....	6
2.1 Volunteerism and support for country analysis.....	6
2.2 Volunteerism and the UNDAF.....	7
3.0 Getting it done.....	9
4.0 Final comments.....	10
Annexes	
Annex A: Volunteerism in the United Nations Development Group.....	11
Annex B: Examples of UNDAF results and indicators that include volunteerism.....	12



Executive summary

This Guidance Note is intended for use by stakeholders involved in supporting country analysis and the preparation and implementation of United Nations Development Assistance Frameworks (UNDAF).

Voluntary action is deeply embedded in most cultures. It emerges from long-established, ancient traditions of sharing, whether understood as mutual aid and self-help, philanthropy and community service, or civic participation and advocacy. Volunteering is both an opportunity and an asset for development. It represents a tremendous resource for addressing many of the development challenges of our times. The value of volunteerism to development and its contributions in various forms is widely acknowledged. In resolution 57/106 of the UN General Assembly on Follow-up to the International Year of Volunteers, governments recognized that “...volunteering, particularly at the community level, will help achieve the development goals and objectives set out in the United Nations Millennium Declaration...”. It called for “the relevant organizations and bodies of the UN system to integrate volunteerism in its various forms into their policies, programmes and reports”.

Volunteerism has the potential to significantly promote broad-based national ownership, gender equality, inclusive participation and sustainability. It is increasingly seen as an essential ingredient in achieving the MDGs. Volunteerism for peace and development can therefore be an important element of comparative advantage of the UNCT. The full realization of the potential of volunteerism for development will depend on the understanding, buy-in and support of stakeholders, especially government coordinating bodies that lead the country analysis process, as well as on the UN Resident Coordinator and the other UN Country Team (UNCT) members.

In this context, the Guidance Note on Programming Volunteerism for Development sets forth actions, and provides examples, to apply volunteerism in its various forms, as appropriate, within efforts to support country situation analysis and to prepare the UNDAF, including:

- Assessment of the country’s social, legal and institutional base for volunteerism in various forms as part of the situation analysis;
- Review of experience and lessons from volunteerism applied in previous UNDAFs; and
- Identification of entry points during UNDAF preparation where volunteerism could make a significant, complementary and lasting contribution to national development efforts.

The expected result is a more effective and systematic approach to harness the potential of volunteerism for national development within the framework of UN development assistance. The United Nations Volunteers (UNV) programme will be availed to provide support to stakeholders throughout the process.

UNV 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.



1.0 Background and rationale

1.1 Audience and purpose of this guidance note

This guidance note is intended for stakeholders¹ involved in supporting country situation analysis and preparing and supporting implementation of the United Nations Development Assistance Framework (UNDAF). The expected result is a more effective and systematic approach to harness the potential of volunteerism for national development within the framework of UN development assistance.

1.2 What is volunteerism?

Volunteerism is an expression of people's willingness and capacity to freely help others and improve their society. In most cultures voluntary action, under its many names, guises and dimensions, is deeply embedded in long-established traditions of sharing. It brings significant benefits to individuals and communities by addressing specific needs and by helping to nurture and sustain a rich social texture and a strong sense of mutual trust and cohesion. Both of these are essential for a society's stability.

"Volunteerism is a feature of all cultures and societies. It is a fundamental source of community strength, resilience, solidarity and social cohesion. It can help effect positive social change by fostering inclusive societies that respect diversity, equality and the participation of all. Such contributions are vital to the three pillars of the United Nations' work – promoting peace and security, advancing development, and protecting human rights and human dignity. That is why every UN agency draws on the spirit of volunteerism, including through the United Nations Volunteers programme, to expand the reach of its activities."

*UN Secretary-General Ban Ki-moon
Statement for International Volunteer Day, 5 December 2007*

Based on this broad concept, there are **four types of volunteer activity**:

1. Mutual aid or self-help: In many parts of the developing world this form of voluntary action constitutes a mainstay of social and economic support systems. From small, informal kinship and clan groupings, to more formal, rotating credit associations, voluntary collective activity is central to people's welfare.

2. Service to others: Citizens volunteer time through formal and informal organizations in fields such as health, social welfare, housing, literacy and sports. The service may be local, national or international in scope, and may involve government programmes, non-government organizations or the private sector.

3. Participation or civic engagement: Volunteering is a proven and valuable component of good governance. Examples of this are representation on government consultative bodies, user involvement in local development projects, and parents' and teachers' participation in school associations.

4. Advocacy or campaigning: This is a diverse category, encompassing activist movements whose aims are to raise wider awareness about local and global issues.

A Volunteer Involving Organization (VIO) is any organization from civil society, the private or public sectors, through which individuals choose to volunteer. For example:

- A civil society organization that provides informal education to disadvantaged children.
- A corporate employee volunteer programme that delivers management training to not-for-profit organizations.
- A government immunization campaign that mobilizes individuals at the local level to help run community immunization days.

Each of these types of volunteer activity is found in all parts of the world. However, the form taken and the balance or mix of typology will differ from country to country in accordance with local traditions and the particular cultural context. Moreover the types are not mutually exclusive. For example, a group

¹ Specific stakeholders are: Resident Coordinators and Humanitarian Coordinators and their offices, UN Country Teams, and relevant national partners at country level in government and civil society.



may form for income-generating purposes, establish a mutual health fund, campaign for access to an infrastructure facility, and extend services to less well-off members of the community.

1.3 Why volunteerism?

1.3.1 Volunteerism is called-for by the UN General Assembly

Member States recognize the importance of volunteerism for economic and social development in a number of GA resolutions. For example, A/RES/57/106² of December, 2002 recognized that:

"...volunteerism is an important component of any strategy aimed at...poverty reduction, sustainable development, health, disaster prevention and management, social integration and overcoming social exclusion and discrimination." It further recognized "that volunteering, particularly at the community level, will help to achieve the development goals and objectives set out in the United Nations Millennium Declaration and at other major United Nations conferences, summits, special sessions and their follow-up meetings."

This followed resolution A/RES/56/38 of December 2001, which expressed appreciation for the work of the United Nations Volunteers and called for the relevant organizations and bodies of the UN system to integrate volunteerism in its various forms into their policies, programmes and reports..."

1.3.2 Volunteerism builds on established UN programming practice and experience

The agencies that comprise the [United Nations Development Group](#) (UNDG) integrate volunteerism into a wide range of operational activities. This was highlighted in the UNV report: [Volunteering and The UN System: Working For a Better World](#)³, which was based on feedback from UNDG agencies in 2001. Highlights from the report are presented in Annex A.

1.3.3 Volunteerism reinforces key development principles

When applied properly, volunteerism may reinforce some of the key principles of development engagement: national ownership, sustainability, a human rights-based approach, gender equality and capacity development. These principles can be contextualized and applied at the country level to enhance country analysis and make contributions to national development framework through the UN development assistance framework.

a) National Ownership and Sustainability

Civic engagement and citizen participation in every stage of development processes is conducive to generating broad-based national ownership.

Voluntary action offers people from diverse social groups the opportunity to play an active role, to have access to vital information and social networks, and to feel a sense of satisfaction and ownership. Tapping into and using VIOs during the assessment, planning, implementation, monitoring and evaluation of development cooperation, to engage with citizens and communities, can therefore improve the reach and sustainability of programme results.

Volunteers mobilized to address inequality

In Niger, to address the issue of limited access to basic social services among young children in rural areas, community volunteers were mobilized and trained to provide local kindergartens as an integrated package of child nutrition, health and early childhood development services. During the famine, the rate of child malnutrition among those children who participated in these community-kindergartens was significantly below the average rate in rural areas. The initiative was piloted by UNV and the Government of Japan, and then replicated by UNICEF and other partners.

Source: "Projet-Pilote Jardines d'Enfants Communautaires en zones rurales du Niger – NER/01/V01 (June 2004) »

² GA Resolution A/RES/56/38, [Recommendations on support for volunteering](#), 10 January 2002, and GA Resolution A/RES/57/106, [Follow-up to the International Year of Volunteers](#), 13 February, 2003.

³ [Volunteering and The UN System: Working For a Better World](#), UNV, 2001.



b) A Human Rights-based Approach

A human rights-based approach applied in country situation analysis helps identify excluded groups and causes of the exclusion. Volunteers are often best positioned to reach out to such groups to develop their capacities as rights-holders and/or to raise awareness among the community and authorities. That would help address the issue of disparity and inequality. Another way to tackle the issue of exclusion may be to create opportunities and supportive environments for volunteering among excluded groups, as appropriate, as a way of empowerment, participation and access to information and social networks. Volunteer mobilization for awareness building and campaigns may also be essential in addressing stigma against excluded groups (e.g. people living with HIV&AIDS, lower caste people, etc.) and in efforts to eliminate discrimination. Volunteers can also help to strengthen local accountability mechanisms by promoting two way dialogues between local authorities and communities and by enhancing their capacities.

c) Gender Equality

Gender mainstreaming is one of the key principles of UN-supported analysis and strategic planning. Volunteerism can play an important role in supporting achievement of gender equality and contributing to elimination of discrimination against women. Voluntary civic participation is a vital force in efforts to advocate for, and secure, recognition of the non-fulfillment of women's rights and the obligations of national and local authorities to respond.

Volunteerism and the empowerment of women

In Sri Lanka, to measure increased representation of women in decision-making processes in private and public life, UNDAF will look at increased the proportion and recognition of women volunteering for civic activities. Source: UNDAF Sri Lanka 2008-2013.

d) Capacity Development

The CCA and UNDAF Guidelines (Part 1.3) state that "capacity development is the central thrust and main benefit of UNCT cooperation". Country experience suggests that, informed by findings of systematic capacity assessments⁴, many of the capacity development initiatives undertaken by UNCT will offer opportunities to engage the voluntary sector (including national volunteer schemes, VIOs and volunteers) at national and local levels. For example:

- Mapping exercise and inventory of civil society, VIOs and existing voluntary networks, including their capacities;
- Promote engagement of VIOs to identify, motivate and mobilize stakeholders in policy dialogues for effective citizen participation in national development planning, including roles for volunteers;
- Enhance capacities of national and local governments to engage hard-to-reach stakeholders⁵ by strengthening roles of VIOs in facilitating inclusive participation and social mobilization;
- Mobilization of community volunteers to identify capacity assets and to address capacity gaps at the local and grassroots levels (e.g. civic education, routine monitoring of basic services, maintenance of basic community infrastructure, monitoring and referrals of human rights and peace situations, etc.);
- Maximize the use of information systems for public services by involving VIOs for civic engagement to develop a greater

Volunteerism and capacity development

In Lao PDR, there are limited opportunities for communities to participate in formal decision-making. Drawing on the tradition of self-help ('*asasamak*'), communities were mobilized to be engaged in the planning, management and monitoring of poverty alleviation initiatives. Public officials and citizens were supported to jointly collect and analyse poverty data, and prepare village plans. Source: "Evaluation of UNV support to GPAR Luang Prabang", 2006.

In Ukraine, the participatory community development component of the UNDP Chernobyl recovery and development programme was strengthened through volunteer engagement, enhancing networks among existing community and civil society organizations, and building capacity of community organizations to implement development activities. Source: UNDP Executive Board report, DP/2008/34.

⁴ The UN Development Group (UNDG) has developed a methodology for conducting capacity assessments, consisting of a capacity assessment framework, a process and supporting tools, which can be used to support national partners in systematically assessing and addressing capacity gaps in all areas of development, especially when conducting country analysis and preparing the UNDAF. See *UNDG Capacity Assessment Methodology User Guide*, UNDG, 2008.

⁵ For example: women, street children, sex workers, illegal migrants, minority ethnic groups, internally displaced people, lower caste people.



- accountability mechanism for public management at the local level; and
- Involvement of VIO representatives as stakeholders and resources during country analysis and preparation of the UNDAF, national development plans and budgets; etc.

1.4 The contributions of volunteerism for development

1.4.1 Volunteerism contributes to MDG achievement – community workers for basic service delivery

Volunteerism is essential for the achievement of the MDGs. Local volunteers, properly supported, play an important role in the delivery of essential health, education, and water and sanitation services (see boxes). Volunteers and volunteer involving organizations (VIOs) usually have access to groups of people and to areas that are particularly vulnerable or under-served. As a result, they play an important role in addressing inequality and promoting inclusive participation, through involvement in, for example:

- Community-based services especially among under-served populations (e.g. remote areas);
- Awareness raising and community education for behavioral change (home-based practices for hygiene, sick child care, HIV&AIDS stigma reduction, etc.);
- Awareness raising about the basic services to which community members are entitled so as to increase demand for utilization and quality services;
- Inclusion of marginalized or hard-to reach groups;
- Community mobilization for routine maintenance of basic community facilities and infrastructure (e.g. latrines); and
- Referral to professionals and line workers; etc.

As part of an MDG-based strategy for building service delivery systems, the UN Millennium Project recommends a major scale-up of at least three types of community worker:

- Community health workers, as exemplified by China's famed "barefoot doctors";
- Community agricultural extension workers, to teach farmers about best practices in use of improved seeds, fertilizers, and small-scale water management and to mobilize communities to organize themselves to negotiate better prices for their products in local markets; and
- Rural and urban community engineers.

As with any other community volunteers supporting service delivery, adequate oversight, ongoing training, and referral links to higher levels of the system should support these frontline workers⁶.

1.4.2 Volunteerism, economic benefit and social capital generation

Volunteerism can also make a significant economic contribution. Initial findings from eight countries which have implemented the *UN Handbook on Non-Profit Institutions in the System of National Accounts* found that, including the value added by volunteers, non-profit institutions account for an average of 5 percent of Gross Domestic Product. Civil society studies have found that volunteers in

Volunteerism and basic service delivery

In Benin, scouts and young volunteers, trained by UNAIDS, reached out to communities to raise awareness about HIV/AIDS through drumming, music shows, school visits and skits. They also carried-out group home-visits to vulnerable young people to provide fellowship, moral support, and peer counseling. This initiative, supported initially by UNV and by the Global Fund, has been expanded by the Government to the Department level, and is planned to be scaled up nationally under the National Programme to Fight against HIV/AIDS.

Source: "Final review of the Project Harnessing Volunteerism to meet the MDG targets", UNV, November 2008.

In rural Nepal, nearly 50,000 "Female Community Health Volunteers" serve in over 90% of rural health wards. They are an important source of health information for their communities. They provide direct outreach for primary health care programmes, including family planning, maternal care, sick child care, vitamin A supplementation, de-worming and immunization. These volunteers are selected by local mothers' groups and include low caste people. The programme was initiated by the Ministry of Public Health and supported by USAID, UNICEF and UNFPA.

Source: "An Analytical Report on Female Community Health Volunteer (FCHVs) of Nepal", USAID, May 2006.

⁶ *Investing in development: a practical plan to achieve the Millennium Development Goals*. United Nations Millennium project, 2005, p. 104.



developing and transitional countries compose 0.7% of the economically active population and volunteers are 37.2% of the civil society organization workforce⁷. In addition to the need to consider the direct economic benefit to the community made by volunteering, studies have demonstrated significant indirect benefits from volunteering through the generation of social capital. There is increasing evidence that the formation of social capital is essential for sustainable economic development. Studies suggest that as the social capital of a community increases, violent crime and mortality levels lower, while educational outcomes and household incomes increase.⁸

1.4.3 Volunteerism contributes to disaster risk management

Disasters exert an enormous toll on development, and they threaten prospects for achieving the MDGs. While humanitarian efforts are important, there is an urgent need to reduce the vulnerabilities of high risk populations and to build their capacities to withstand potential disasters. Disaster risk reduction⁹ analysis and responses are integrated into UNCT support for country analysis and the UNDAF. The Hyogo Framework for Action at the 2005 World Conference on Disaster Reduction recognized volunteer contributions in disaster risk management. Volunteerism and VIOs can enhance these efforts, through involvement in:

- Assessment and development of local government capacities for disaster risk reduction;
- Efforts to reduce the vulnerabilities of the poorest to disasters; and
- Community mobilization for building awareness and capacity to cope after a disaster; etc.

1.4.4 Volunteerism contributes to peace building

Volunteers and VIOs can also be instrumental in peace building efforts. With their ability to directly engage with communities, they help to facilitate reconciliation and trust-building efforts at the grassroots level. Voluntary actions and re-generation of social capital and self-help groups have proven to be an essential part of efforts to re-build livelihoods in post-conflict situations. For example, voluntary actions for the public goods and rehabilitation of basic community infrastructure can be conducive to consolidating peace and reintegration of youth and the most affected by conflict into communities.

Volunteerism and disaster risk management

Following the October 2005 earthquake in Pakistan, Government has created a national volunteer movement to mobilize volunteers, coordinate the activities of volunteer involving organizations, promote good volunteer management, advocate the value of volunteerism, and develop a database of 15,000 volunteers, supported by UNV and UNDP. Beyond the focus on disaster-related work, the movement developed other initiatives, including 'Clean Pakistan', mobilizing 700 volunteers to raise awareness about health and hygiene.

Source: UNDP Executive Board report, DP/2008/34.

Volunteerism and peace building

In the Economic Community of West African States (ECOWAS), the Youth Ambassador for Peace programme involves young people in voluntary actions that develop the capacities of various stakeholders, including VIOs, in peace-building. Graduates of universities and technical/vocational colleges in the West African sub-region are deployed as volunteers to help consolidate recovery and national reconciliation initiatives in countries emerging from crisis.

Source: Project "the establishment of the ECOWAS Youth Ambassador for Peace (EYAP)", 2008.

In Guatemala, the project "Peace Promoters", supported by UNDP, the government of Sweden and Forum Syd, linked social organizations and municipal governments to implement local peace agreements. Volunteers were assigned to strengthen dialogue and negotiation between municipal governments, civil society and community representatives and to facilitate social auditing of government-implemented actions.

Source: Project "Peace Promoters", 2006.

⁷ John Hopkins Center for Civil Society Studies, UN Nonprofit Handbook Project <http://www.jhu.edu/ccss/unhandbook/> ; Comparative Nonprofit Sector Project <http://www.jhu.edu/~cnp/>

⁸ Putnam, Robert D. 2000. Bowling Alone, (New York: Touchstone); Barro, Robert J. 1998. "Human Capital and Growth in Cross-Country Regressions" <http://hassler-j.iies.su.se/conferences/papers/barro.pdf> of Nations", *The American Economic Review*, Vol 90, No. 5 (December), pp.1184-1208

⁹ [Integrating Disaster Risk Reduction into CCA and UNDAF](#), UNDG Guidance Note, October 2006.



2.0 The role of volunteerism in supporting Country Analysis and the UNDAF

2.1 Volunteerism and support for country analysis

The UNCT's analytical contribution is intended to support and strengthen national analytical processes and products. It aims at strengthening the national development framework by generating consensus about priority problems and their causes, and the capacity development needs at all levels to generate action. The main results expected are an agreement with partners about the root causes of key development problems and the identification of critical capacity gaps at different levels of society to address them. UNCTs have flexibility to decide, with partners, how to achieve these results, and there are no prescriptions. Options include: participation in government-led analytical work, complementary UNCT-supported analytical work, and/or implementation of a full Common Country Assessment¹⁰ (CCA).

As a part of the UNCT's support for country analysis, an assessment of the capacity, ongoing work and the potential contribution of volunteerism in the country may be done in two ways:

i) Assess the contribution of volunteerism to country development

Prior to complementary UNCT analysis or the conduct of a CCA, an assessment of the situation of volunteerism, including a systematic capacity assessment of the voluntary sector, in the context of citizen participation and contribution to country development, can be initiated. The assessment may be published and disseminated as a stand-alone report. The scope of the assessment, which should normally involve consultation with the UNCT, national volunteer schemes, government and a broad range of VIOs, might include some or all of the following:

- The role of volunteerism in the traditional systems, cultural values and religious beliefs of the society;
- The policy environment that "officially" enables volunteerism, including legislation, registration, licensing, fiscal incentives, and databases;
- The institutional mapping exercise and inventory of the voluntary sector (including national volunteer schemes), their ongoing work and capacity assets and needs;
- The extent of networking among and between VIOs and other development actors for information dissemination, advocacy, mutual support and capacity development, and the actual results achieved by VIOs, such as changes to policy, budget and laws, and their roles in monitoring the performance of development actors;
- The social and economic contribution of volunteerism such as an expansion of social capital, social cohesion, social mobilization, inclusive participation, empowerment, constituency building, accountability mechanism;
- The role of government focal point agency for volunteerism or national volunteer centre; and
- The existing literature and studies on volunteerism in the country; etc.

Youth volunteerism in national development

In Kenya, the [National Youth Service](#) (NYS) is a voluntary programme, which provides opportunities for youth to be engaged in community services especially in rural areas. NYS takes in over 2,500 young people, from ages 18 to 22, on an annual basis. The volunteers undergo vocational skills training and serve from 2 to 3 years on projects that address national development needs and that form part of the National Development Plan.

Source: Kenya National Youth Service, 2008.

The assessment may also help to ensure greater attention to volunteerism in National Human Development Reports and national MDG Reports. Follow this link to the [Practical Toolkit for Measuring Volunteering](#) which provides information on what such a survey should measure, how to plan the research, principles for design of the survey, as well as on collecting, processing and disseminating the results. The Toolkit also includes a sample inventory of volunteering activities.

ii) Integrate volunteerism into the UNCT's support for country analysis, major surveys and studies of partners

The UNCT's support for country analysis builds on existing country analytic work, such as national development frameworks and plans, and complementary analysis such as National Human Development Reports, PRSPs, and Demographic and Health Surveys. Building on the assessment of

¹⁰ The CCA is one option that a UNCT and partners may choose to make a contribution to country analysis.



volunteerism, the role of volunteerism may be integrated into the UNCT's contribution to country analysis, major surveys and studies of partners, for example, through:

- Engagement of VIOs in detailed analysis about the root causes of priority development problems, including any cultural, legal and structural constraints on voluntary action;
- Involvement of VIOs and volunteers at community level to contribute to capacity assessments and to assist in collecting and analyzing data and providing qualitative input from vulnerable or marginalized groups and communities; and
- Identification of VIOs capable of responding to critical capacity gaps for eventual UNDAF preparation and implementation; etc.

2.2 Volunteerism and the UNDAF

The inclusion of volunteerism in the UNDAF may take two basic forms:

i) Promote and expand volunteerism

This seeks to demonstrate the benefit of volunteerism, whether within specific sectors or across sectors, by promoting volunteerism in national development efforts strengthening the enabling environment for volunteerism; by adopting appropriate approaches to mobilize volunteers; by enhancing volunteer management capacities at the national and local levels; and by ensuring sustainable financing mechanisms for volunteers.

"In looking to the future, there can be no doubt that if we are to achieve the MDGs, we have to find ways to tap the solidarity and creativity of the millions of ordinary women and men who volunteer every day"

- Mark Malloch Brown, Administrator,
United Nations Development Programme (1999-2005).

ii) Engage individual volunteers and VIOs as implementing partners of specific UN cooperation activities, and to raise awareness about, and monitor progress towards national development goals, the MDGs and other internationally agreed treaty obligations and development goals.

The UNV programme, as the focal point in the UN for volunteerism, can play a valuable advisory role. Follow this link to see the UNV-managed [World Volunteer Web](#), with its extensive repository of good practices on volunteerism from around the world.

2.2.1 Volunteerism in the UNDAF Results Matrix

The UNDAF Results Matrix is the core of the UNDAF document, as it shows the linkages between the national goals selected for UN system support, and the expected results of UNCT development cooperation.

In order to harness effectively the role of volunteerism as a complementary contributor within UNDAF programming, efforts to mainstream it should be informed by the findings and understanding of the:

- Country situation analysis, including root causes of priority development problems;
- Capacities and potential of the country's voluntary sector, informed by the assessment of volunteerism;
- Priorities for UN system development cooperation;
- Comparative advantage of the UNCT and an overview of all normative and operational work carried out by agencies at the country level; and
- Existing or emerging partnerships.

The role of volunteerism may therefore be contextualized and applied into the formulation of the UNDAF Results Matrix, either as a process contributing to the achievement of results (i.e. indicator), or as a result itself (i.e. outcome, output), depending on the country and programme contexts. Annex B offers extracts of selected UNDAF Results Matrices, as examples.



2.2.2 Role of Volunteers and VIOs in UNDAF monitoring & evaluation (M&E)

Volunteers and VIOs may contribute to the UNDAF monitoring and evaluation efforts in a number of ways, for example, through:

- Monitoring and reporting progress towards the UNDAF goals as defined in the Results Matrix and Monitoring Framework;
- Support to local partners for data collection, analysis, monitoring and reporting; and
- Mobilization of communities and citizens (including the poor and hard-to-reach groups) in assessment of actual achievements and lessons learned, and identification of new opportunities, that would contribute to increased broad-based ownership of the UNDAF among stakeholders; etc.

The engagement of local volunteers and VIOs in the above efforts can also lead to their capacity development, whereas participation of the Government, coordinating a national volunteer scheme, and other key VIOs, may bring added value to the UNDAF Annual Progress Reviews and evaluation. In addition, international and national UNV volunteers may also be deployed to support the UN system in these efforts.



3.0 Getting it done: Steps to position volunteerism in country analysis and the UNDAF

During the efforts to support country analysis and prepare the UNDAF, a number of practical steps to maximize the potential of volunteerism may be taken.

As the agency within the UN system responsible for the promotion of, and support to, volunteerism for development, UNV could be called upon at all stages of the country analysis and UNDAF preparation process:

- Good practices and lessons from country experiences to integrate volunteerism into country analysis and UNDAF are documented by UNV on a continuing basis for dissemination and use as resource.
- While UNV is represented by the UNDP at the country level, the UNV Programme Officer may be called to serve as the **focal point and principal resource on volunteerism for development** for the entire UN system, especially for the UNCT and UN Thematic Working Groups. UNV can advise on where and how the contribution of volunteerism can be planned and programmed most effectively depending on the country and programme contexts.
- Government officials in charge of coordinating national volunteer schemes, other key VIOs and the UNV Programme Officer in a country may better contribute to country analysis and UNDAF preparation and implementation, if they attend the milestone events of the UNDAF cycle, such as:
 - A design workshop with the UNCT, at the start of the process;
 - A “priority setting” workshop, midway through the process to build on the country analysis and establish strategic priorities with stakeholders for the UNDAF;
 - UNDAF strategic planning workshops to elaborate on the Results Matrix;
 - Joint programming missions and sessions, as direct follow-ups on the UNDAF implementation;
 - A training workshop on human rights based approaches and results-based management for UN programme staff and key technical partners;
 - Annual review meetings; and
 - Monitoring and evaluation activities, etc.
- Organization of stakeholder consultations on the role of volunteerism in national development efforts, with governments, other VIOs, CSOs and the UNCT would help build consensus, promote civil society engagement and deepen knowledge about the role of volunteerism in national development. The findings from such consultation events may also feed into the country-level volunteerism assessment, as part of the country situation analysis.



4.0 Final comments

The UNDAF is all about making UN development assistance more coherent and helping countries to achieve their national development goals that are aligned with the MDGs and other internationally agreed development goals and treaty obligations. As illustrated in the above chapters, volunteerism can promote broader national ownership, a human rights-based approach, gender equality, participation, inclusion and sustainability. Volunteerism in the context of enhanced citizen participation and civic engagement can be mainstreamed across a wide range of sectors, e.g. disaster risk management, peace, basic services and local governance. This Guidance Note is based on the premise that volunteerism and volunteer involving organizations add significant value to efforts to strengthen country analysis, the preparation and implementation of the UNDAF, as well as improving the effectiveness and sustainability of UNDAF results.



Annex A: Volunteerism in the United Nations Development Group

Some highlights from the UNV report: [Volunteering and The UN System: Working For a Better World](#)¹¹ includes:

- The **UNDP** Poverty Report 2000 indicated that the foundation of poverty reduction is self-organization of the poor at the community level. It is the best antidote to powerlessness, which is a central source of poverty. These efforts can be supported by philanthropic organizations as well as by advocacy groups which may also help channel the voice of the voiceless so that it is heard at policy levels.
- **UNDCP** has engaged volunteers in providing information and organizational expertise to grassroots drug demand-reduction and rehabilitation programmes.
- **UNCHS** collaborates with associations of the urban poor in programmes to provide shelter for people who are homeless.
- **UNICEF** and **UNESCO** have drawn on volunteers in many of their community education programmes.
- The **UNICEF/WHO** Global Polio Eradication Initiative mobilized over 10 million citizens, mostly from local communities, to work on a voluntary basis with government programmes to immunize over 550 million children.
- Working with community volunteers, **WFP** provides food aid in conjunction with **UNICEF**-supported programmes giving children access to health services, immunization and early childhood education.
- **UNFPA** has linked opportunities to volunteer as reproductive health educators to women's empowerment and income-generation.
- Drawing from volunteer activists from the women's movement, **UNIFEM** mobilizes communities against domestic violence by promoting social empowerment and women's participation in the political process.
- **UNDP/UNEP**, including under programmes funded by **GEF**, have developed strong partnerships with Civil Society Organizations to support voluntary efforts of community-based organizations to conserve the environment while ensuring sustainable livelihood.

¹¹ [Volunteering and the UN System: Working For a Better World](#), UNV, 2001.



Annex B: Examples of UNDAF results and indicators that include volunteerism

Below are selected examples of UNDAF results and indicators, which have applied volunteerism in various forms depending on the country and programme contexts:

Result	Indicator	Country
<p><u>CP outcome:</u> Service providers deliver quality health care and nutrition services to women and children, with a special emphasis on convergence in 4 Districts</p>	<ul style="list-style-type: none"> - % Pregnant women completing 4 ANC visits B=45; T=70 - % Deliveries attended by skilled health personnel B=24; T=50 	Timor Leste
<p><u>Outputs:</u> In 4 Districts, volunteer networks are established to implement community-based health promotion In 4 Districts, community volunteers facilitate referral and outreach by the health services to increase service coverage.</p>	<ul style="list-style-type: none"> - N° of functioning community health committees B=0; T= # sufficient to cover 80% of Sucos - N° community meetings initiated by volunteers to facilitate referrals and outreach per month B=0; T=1 meeting per month per Suco - N° outreach/activity plans developed and adapted by community B=1; T= 1 outreach plan per Suco 	
<p><u>CP outcome:</u> 80% of families in selected villages of 4 districts enjoy safe water and sanitary latrines and practice safe hygiene behaviours</p>	<ul style="list-style-type: none"> % Households with access to clean water B=0; T=80 % Households with access to sanitary latrine B=0; T=80 	Timor Leste
<p><u>Outputs:</u> Community volunteers mobilize community (Aldeia) demand for WES facilities and promote safe hygiene behaviours Village entrepreneurs have the skills to make WES components, and support families to rehabilitate, build and use WES facilities</p>	<ul style="list-style-type: none"> - N° Hygiene and sanitation promotion surveys completed B=0; T=144 Aldeia - N° WES facilities completed B=0; T= 4320 	
<p><u>CT Outcome:</u> National capacity strengthened to address the emerging challenges faced by young people.</p>	<ul style="list-style-type: none"> - Number of young people receiving life skills education - Number of young people engaged in voluntary activities - Number of counsellors trained - Number of young people receiving counselling 	Bhutan 2008-2012
<p>CP Output A.1.2.1: Effective self-help groups and entrepreneurship entities created and linked to lending institutions to implement diversified small-scale businesses</p>	N/A	Kyrgyzstan 2005-2010
<p>CP Output A.3.1.1.: Communities educated and mobilized to advocate for access to and quality of health care, including essential medicines, education and social protection</p>		



Result	Indicator	Country
CP Output C.1.2.5: Mechanisms for youth participation in design, implementation and monitoring of youth-friendly services in place.		
<u>Effets de Programme Pays (PP)</u> L'implication de la société civile dans la vie publique est consolidée	<ul style="list-style-type: none"> - Nombre de structures de la société civile dont les capacités organisationnelles et techniques ont été renforcées - Niveau d'implication de la société civile dans les processus de prise de décision et dans la gestion des affaires publiques - Existence de textes effectifs en matière de liberté d'association et sur les activités des ONGs 	Burkina Faso 2006-2010
<u>Extrants /Produits des Programmes de Pays</u> Les capacités de participation de la société civile dans la gestion des affaires publiques sont renforcées La participation volontaire des citoyens dans les activités de développement du pays est promue	<ul style="list-style-type: none"> - Nombre de personnes formées - Contributions et force des propositions de la société civile dans la résolution des problèmes de développement - Capacité de veille et de contre-pouvoir des OSC - Nombre de participations volontaires des citoyens dans les activités de développement 	
<u>UNCT Outcome:</u> Empowered people and communities as claim holders participating in decision making and accountability processes	Number of human rights NGOs registered with government	Sri Lanka 2008-2012
<u>Outputs:</u> Facilitation of the promotion, networking and recognition of volunteerism at all levels Increased public awareness of and access to human rights and justice redress mechanisms. Strengthened CBOs and CSOs (including employers and workers' organizations) to be accountable to their constituencies and participate in important national processes	<ul style="list-style-type: none"> - Number of volunteers working to strengthen [public health] systems in the NE - Use of & satisfaction with national and local rights and redress mechanisms; # of disadvantaged groups with access to legal aid services; # of complaints of human rights violations; - Number of CSOs and CBOs active in Peoples' council a other bodies 	