UN Volunteer Mobilization and Management Strategy 2016-2017

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I. PREAMBLE

The present Volunteer Mobilization and Management Strategy (VMMS) for the United Nations Volunteers (UNV) programme comes at a time when the operating environment for development organisations has substantially changed. The recently approved Global Goals provide directions to the development community at large, including the UN development system, for the next fifteen years. In addition to the new agenda, other elements of reality in the development arena have an immediate impact on the work of UNV, including declining ODA and its impact on UN funding levels, a much stronger role recognized to individuals and communities in contributing to sustainable development, and shifting dynamics among Member States, the volunteer sector and the UN development system.

This current reality poses several challenges yet, simultaneously, brings a number of opportunities. In order to position itself as a partner of choice, UNV has to review over forty years of activities and define how its value added has evolved vis-a-vis Member States, the UN system, and the volunteer sector. This reflection is also translating in a different value proposition to those individuals who offer their time and skills to volunteer for the UN, as articulated in the international and national UNV Conditions of Service.

Through the launch of UNV Strategic Framework (2014-2017) the main areas of focus of the organisation have indeed been identified. Therefore, UNV has developed different strategies to successfully achieve its expected Outcomes. Of course, the three main areas of UNV’s work, namely mobilization of UN Volunteers, programmes and projects to leverage volunteerism in five thematic priority areas, and the advocacy and networking for the volunteer sector mutually reinforce each other, and these synergies need to be more intentionally maximized.

In particular, when it comes to the mobilisation of UN Volunteers - as the most prominent area of mandate of the organisation – there is a need to restate the important role UN Volunteers play in support to the UN system. This will be pursued by developing much closer relationships with UN partners who host the volunteers to ensure the services that UNV provides are fit for the expectations of the UN system and its Member States. This greater service orientation requires a much more robust understanding of their strategies, priorities, resources and needs, in order for UNV to tailor package its service offering for partners. Similarly, the stronger South-South dynamics and triangular cooperation among Member States open up significant opportunities for an organisation, such as UNV, that mobilizes over 80% of its human capital from the global south. This applies, even more so, to the large youth population that could be engaged through volunteerism as a form of self-empowerment and in support of sustainable peace and development. Finally, new and non-traditional actors - such as the private sector, foundations, and academia – are gradually more interested in supporting the global effort towards sustainable development. Volunteerism is recognised by all these actors as a means to engage more people in the generating social change.

In sum, there seem to be many opportunities to reposition UNV as a strong value based and human capital organisation that - by a cost effective service offering in the management of talent for the United Nations through volunteer assignments - will reaffirm its relevance as peace and development organisation and capacity to adapt to new challenges. The present strategy describes the path to grow the volunteer mobilisation pillar of UNV’s work.

II. GLOBAL CONTEXT

The United Nations Volunteers (UNV) programme was created by the United Nations (UN) General Assembly in 1970. Resolution 26/59 mandated UNV to provide qualified and motivated volunteers to the UN system in support of peace and development in programme countries. Driven by the constantly
changing external environment and a wider acknowledgement of the role of volunteers globally, a series of intergovernmental decisions, taken over its 44 years of history, have expanded the scope of UNV’s mandate, its activities and results to include a focus on youth engagement. These directives request UNV to play a catalytic role in integrating volunteering into peace and development projects and programmes to demonstrate its value added in contributing to impact.

In addition, the celebration of the International Year of Volunteers in 2001, and the subsequent marking of its tenth anniversary (known as IYV+10) in 2011, greatly contributed to enhancing global recognition of volunteering. In that same year, UNV produced a significant publication, the State of the World’s Volunteerism Report (SWVR), which helped analysing how the universal role of volunteerism manifests in different societies contributing to their growth, stability and equity. The second SWVR was recently launched in 2015, specifically focusing on the role of volunteerism in governance and the relationship between individuals, communities and decision makers. The Rio+20 Conference outcome document, The Future We Want (UN General Assembly Resolution 66/288) of June 2012, showcased the relevance of volunteer groups in realizing sustainable development. UNV’s mandate on youth (Res/31/131) was further strengthened by the launch of the UN Secretary-General’s Five-year Action Agenda in January 2012. Further, in December 2012, the UN General Assembly adopted Resolution 67/138 “Integrating Volunteering in the Next Decade, which mandated UNV to strengthen its leadership role in the global mobilization of volunteering for peace and development.

The launch of the Sustainable Development Goals and the Impact 2030 agenda has further opened up the space for the integration of volunteerism for the public good. The new paradigm – with its emphasis on ‘leaving no one behind,’ acknowledges volunteering as a tested and proven means to engage people from the bottom up, at all stages of planning, implementing and monitoring the sustainable development actions. UNV has worked actively to engage volunteerism in the platform of the SDGs.

The changes in the development paradigm over the years has seen the focus move from international technical cooperation towards the support of national solutions through the strengthening of national capacities. Similarly, the increased vulnerability of communities, due to exposure to recurrent natural disasters and conflicts, has required a much more robust humanitarian aid intervention globally. These trends have been reflected in patterns of volunteer mobilization. Since the mid-70s when UNV recruited mainly international volunteers through bilateral volunteer cooperation organisations from the North, there has been a decline of volunteer numbers since a plateau in 2005; the mix of international/national UN Volunteers stands at 68:32, with over 80% of its volunteers from countries of the Global South. This resonates with the reality of other International Volunteering Cooperation Organisations (IVCOs), particularly from the Northern countries, which nowadays heavily promote short-term international volunteering - primarily with young people and older adults.

In addition, innovation in communication and information technology has expanded the opportunity for individuals to engage, as demonstrated by the relevant growth of online volunteering platforms. The UNV Online Volunteers services, created in 2001, has created a global volunteer pool of more than 450,000 people to-date, with a breadth of expertise and skills that is unparalleled in the field of online volunteering globally. The service mobilized over 11,000 UN Online Volunteers in 2014, serving 33 UN agencies and 1,700 NGO clients in customized and flexible ways. Finally, the rise of Corporate Social Responsibility programmes has brought the private sector into the conversation with forms of engagement beyond the regular philanthropy or charity, including through the expansion of corporate volunteering.
III. OBJECTIVES AND RATIONALE

UNV’s Strategic Framework (2014-2017) emphasizes “the commitment to increase the integration and recognition of the catalytic role volunteerism plays to engage people from all walks of life in national and international development efforts and peace”. Specifically, UNV has a target of mobilising 10,000 UN Volunteers per year by the end of the SF period, of which 3,000 are envisaged as UN Youth Volunteers, to “assist UN entities to advance the global development agenda, increase effectiveness, and achieve national outcomes. In building on its particular strengths, UNV will bring to the UN system the ability to provide innovative and professionally managed talent solutions, with appropriately assessed and supported skills and expertise”.

In addition, UNV has introduced new five new programme lines in 2015 with application of approximately of nearly USD 30 million in SVF resources necessary to roll-out and implement. The five areas of support are: i) securing access to basic social services, ii) youth, iii) community resilience for environment and disaster risk reduction, iv) peace building, and v) national capacity development through volunteer schemes. These programmes are not volunteer-mobilization neutral and clearly linked to identifying placement opportunities. Accompanying these thematic entry points are the newly endorsed Sustainable Development Goals.

An increased number of UN Volunteers – both on site and online - represents a key indicator of the success in the primary area of mandate of the organization, providing an example of the value that volunteerism has in all its forms - international, national, youth, university, corporate, short-term, online - and strengthening the reputation of the organization. UNV has been called upon by the international community as convener of the broader volunteer community, and advisor for countries and civil society organisations on setting standards and frameworks to further promote and facilitate volunteerism for peace and development impact at country, regional and global level.

It should be noted that the volunteer mobilization targets also speak to what is required for a financially viable business model for UNV in the provision of its development services and the continue innovation and adaption to the changing global environment. Specifically, the income from placement that is associated with every volunteer represents a significant stream of funding for the organization, and is likely to remain so in the near to medium-term future.1 In this regard, the composition/mix of the volunteer numbers also has a big influence, since the income derived from the National volunteer modality (seen inexorably to be on the increase) is much lower than that of international volunteers. This requires additional attention on cost-recovery, which are an integral part of the UNV Budget Strategy and beyond the scope of this paper.

However, there is a recognition that, while the current trajectory and effort is seeing linear growth for the organization, the broadened mandate and ambitions for the organization require a surge in volunteer mobilization. This means that a shift is required in how, where, why and with whom the organization engages in volunteer mobilization and management. Accordingly, the main objectives of this strategy2 are to:

1. Define a road map for UNV to be able to increase the number of UN Volunteers’ field assignments in support of the UN system, while sourcing the appropriate talent of people who can

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1 Data show that already in 2014 income from volunteers cost recovery amounted to $13.1m vs. a total of programme funds mobilized of $18.8m.
2 It should be noted that the specific mobilization of “other” (non-UNV) volunteers, which is also within the Strategic Framework, as well as the expansion of UNV on-line volunteers fall outside of the scope of the present strategy.
dedicate their capacity, time, skills and motivation to advance the sustainable development agenda defined by the Members States of the United Nations and;

2. Improve UNV’s volunteer management practice, to ensure flexibility, efficiency, and innovation leading to talented and diverse serving volunteers. This pillar is already under review through a corporate project on the Volunteer Management Cycle, which is looking at business efficiency and the effectiveness of UNV services.

Therefore, this strategy – meant for an internal audience³ – aims to guide the organizational effort to mobilise and manage UN Volunteers, and as an organizational accountability tool. It includes a review of key dimensions, including:

- **Focused and applied partner intelligence**: Understanding and mapping the needs of our UN partners;
- **Clearly delineated and agile service lines**: Designing assignments and packages of volunteer service offerings that match the UN system needs to assist country peace and development priorities;
- **Consistent Volunteer quality**: Attracting and retaining the desirable talent;
- **Efficient Volunteer management**: (a) designing efficient systems and procedures for the management of the volunteers; and (b) deploying adequate capacities to support the administration as well as safety, security and wellbeing of the volunteers;
- **Clearly documented and communicated Volunteer results**: (a) measuring the impact and satisfaction of volunteers, their host organisations and benefiting communities direction; (b) communicating and promoting the value and contribution of UN Volunteers as an example of volunteering for peace and development;
- **Knowledge and innovation**: capitalizing on the experience and knowledge generated by a large and diverse number of assignments to remain ahead of the curve of innovation in volunteer services and management and;
- **Broadened partnerships and improved resource mobilization**: (a) promoting partnerships with Member States, civil society organization, private sector and academia to offer the most relevant support to their work in peace and development and; (b) mobilising the necessary resources to continuously innovate and advocate our value proposition to the UN Volunteers and, through them, to the broader volunteers’ community.

It does not touch upon full implementation activities nor structural or personnel reforms required to pursue several of the key components.

### IV. UN VOLUNTEER MOBILIZATION: CURRENT STATUS AND RECENT TRENDS

#### Status of Volunteers in 2014

The following key statistics provide a snapshot of volunteer mobilization in 2014:

<table>
<thead>
<tr>
<th>Type of Assignment and Gender</th>
<th>4182</th>
<th>68%</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>4182</td>
<td>68%</td>
</tr>
<tr>
<td>National</td>
<td>1982</td>
<td>32%</td>
</tr>
</tbody>
</table>

³ Once endorsed, an abbreviated version can be prepared for public outreach.
Of note:
- 6,325 UN Volunteers were deployed across 121 countries
- These UN Volunteers came from 155 countries, 81 per cent from countries of the South
- 68% were international volunteers, the remaining 32% national volunteers
- Some 1,190 were below 29 years of age, 249 deployed under the new youth volunteer modality
- UN Volunteers continue to represent over 30% of the international civilian personnel of UN Security Council mandated Missions, including both operational support background (air operations, finance, procurement, etc.) and thematic substantive expertise (civil affairs, human rights, rule of law, political affairs, etc.)
- UNDP, as the second largest host organisation, mobilises a wide range of profiles across over 100 Country offices
- UN Volunteers comprise 6% of UNHCR’s workforce in field operations, including community based services and camp management support

Recent trends
It is noteworthy that the volunteer mobilization targets in the SF were defined against a backdrop of declining volunteer numbers since 2010, after a peak of 8,470 in 2005 and a fluctuation around the 8,000 mark until 2010. Even the recent positive signs of growth for the first half of 2015 do not seem to point towards a substantial growth that would allow to achieve the 10,000 volunteers by 2017.

Disaggregated data (by country and host Agency) shows peaks of growth in response to one-time events. This includes (a) support to major UN humanitarian emergency responses (e.g. - Tsunami in
2005-2006, Ebola outbreak in 2014, and Nepal earthquake response in 2015); (b) start-up/strengthening of UN Security-Council mandate Missions (e.g., electoral mandate in Timor Leste, Cote d’Ivoire between 2007-2010, MINUSTAH following the Haiti earthquake in 2010, MINUSMA and MINUSCA start-up); and (iii) specific programmatic initiatives funded – in part through the Special Voluntary Fund - (national volunteer scheme in Guatemala in 2007, electoral assistance in Afghanistan until 2010). Similarly, cessation of large initiatives have also contributed to significant declines in volunteer numbers, including the end of large programmes/projects indicated above, or the draw-down or scaling back of international assignments in UN Missions as a result of a large nationalisation of their workforce (which started in 2012 but has not yet translated into a proportional Mobilization of national UN Volunteers). In fact, since 2010, the total number of UN Volunteers mobilised through the UN Department of Field Support has decreased by 20% - of which 8% was between 2013-2014.

Diversified initiatives and modalities also opened up opportunities to deploy UN Volunteers. For instance, the TOKTEN initiative – mobilizing diaspora – and the Corporate-Private Sector (CPS) initiatives brought significant number of assignments for a few years. Both initiatives were discontinued after evaluation, awaiting a redesign in a way that would respond more adequately to UN partners’ needs in the changing development context. As a recent example, the broadening UN engagement on youth resulted in UNV introducing the UN Youth volunteer modality in 2013, building on a number of experiences mobilizing youth volunteers in the context of the UNV Fully Funded Internship scheme, a number of pilot University volunteers scheme as well as the set-up of national youth volunteer services in a number of countries. The latter schemes are only now starting to show dividends (e.g. – Hong Kong University, youth volunteers in India).

Finally, the number of UN Volunteers specialists’ assignments fully funded by donor Governments, after a very significant 78% increase between 2010 to 2011 (from 261 to 461 assignments), has been relatively stable in the last four years. Strengthening of the FF function two years ago has generated immediate benefits both in terms of FF UN Volunteer numbers and additional cost recovery. The number of UN Volunteers increased by 17.9 percent from 406 in 2012 to 479 in 2013, where it decreased slightly during 2014 to 467. An analysis of the current contract situation as well as the hard pipeline of assignments allows for a projection of FF assignments in 2015 of around 500. New investments by UNV in a strengthened FF function should be able to demonstrate that donor contributions have a direct impact on development results through the FF descriptions of assignments with clear theories of change contributing to global programme results and the matching results-based reporting on volunteer assignments. The objective is to reach a scenario by 2017 where around 80 percent of all FF assignments (specialists, youth, and to the extent possible university) either stem directly from (joint) projects under the five global programmes and are aligned to the ATLAS programme tree as a preferred option, or in the absence of a project, link directly to an output under a global programme. The remaining 20 percent of all FF assignments would be part of a strategic ‘service line’ approach also linked to the SF outcomes, for example in the areas of support to UN coordination, support to M&E, capacity support to UNV FU, and others.

To sum up, the analysis of past trends and areas of significant growth emphasizes a) the need for UNV to be able to respond especially well to unexpected opportunities or new needs from the UN system; and b) the identification and availability of the “desirable volunteer talent solution” by UNV partners that translate into a modality or an initiative.

As highlighted by the analysis of past trends, significant milestones of growth in UN Volunteer mobilization happened at times of response to major demands from UN partners and – in some cases – Governments. The areas that represented a major source of mobilization in the past also suggest areas of opportunity for the future in terms of large-scale volunteer mobilization, including response to natural disaster and post-conflict recovery, more effective integration into UN peace operations (including for growth of national volunteers) and large programmatic initiatives, facilitated through the
rollout of the UNV Global Programmes. Similarly, diversification of volunteer modalities and initiatives are required. This will be critical to ensure that UNV is able to offer UN partners access to a diverse talent pool of volunteers according to their programmatic and operational needs, while offering a valuable experience to individuals motivated to volunteer globally or in their own country. This needs to be balanced against the costs of managing too many different modalities/initiatives and related inefficiencies.

IV. KEY DRIVERS OF UN VOLUNTEER MOBILIZATION

Introduction
As articulated in the above sections of this strategy, the renewed effort towards increased UN Volunteers’ mobilization must build on the past experience and strengths of the organisation, while responding to needs of partners – current and new -- anticipating the future role that volunteerism may play in support of the UN system and its common effort towards the achievement of the Sustainable Development Goals. This means that UNV has to continue building on its current activities and partnerships, while also adapting and introducing new products, services and approaches in response to the new environment. Therefore, UNV should continue compile, harmonize, and apply good practices in order to continuously improve its ongoing processes and practices.

General enablers
The contextual dynamics that affect the conditions for volunteer mobilization include the following:

**Focus and deployment of human resources:** UNV has two main forms of resources, financial -management and programmatic (development projects/programmes and advocacy) funds – and, more importantly, human resources, which include both UNV personnel working at HQ and in the field as well as the on-site and online volunteers representing the organisation’s main “human capital”. To maximise the use of its resources UNV has to:

(i) ensure consistent quality of UN Volunteers, guaranteeing matching of quality assignments to qualified candidates in a timely and responsive manner;

(ii) ensure consistent quality of its personnel, especially the selection, training and retention of UNV Programme Officers in the field units, with specific attention to Programme Assistants and;

(iii) place a stronger emphasis on developing detailed training related to volunteer management that shall be included as key component during induction workshops for new POs and PAs. In addition to this, UNV could also develop an online training on volunteer management customized for UNV Volunteer management cycle that would be a mandatory training for all FU but also HQ staff to complete it at the beginning of assignment.

This is currently being managed through UNV’s new ‘One Personnel’ HR strategy, including the creation of a stable pool of UNV Programme Officers, introduction of mandatory PMDs for all POs, reaching out more widely to countries underrepresented in UNV’s roster (i.e. – arrangements to visit Russia for more Russian speaking volunteers to serve in Central Asia), as well as on-going induction and other capacity development initiatives.

**Business Intelligence:** UNV has vastly improved its collection of data in the last few years enabling smarter and more-focused decisions. This effort, through the Business Intelligence project, has to allow UNV to:

(i) improve financial analytics, including through monthly data collection and analysis of volunteer numbers and key indicators, annual country scans, specific geographical portfolio strategies, and VMC KPIs;
(ii) prioritize specific countries where opportunity exists and close certain underperforming field units;
(iii) improve the actual accounting of volunteers, including disaggregating data from simply reviewing/counting assignment to potentially looking at UN Volunteer months served;
(iv) identify Field Unit level performance indicators and;
(v) improve monitoring of volunteer mobilization by profiles, occupational groups, nationalities to inform establishment of agency-specific relevant service lines and help talent scouting on forecasted profiles.

This exercise is on-going through Country Scan forecasting models and prioritization, introduced in 2014, and monthly statistics maintained on specificities of volunteer placement, the annual volunteer survey, and the newly adopted cost-recovery strategy.

**UN relations and integration in programming initiatives:** As host agencies of UN Volunteers, strengthening UN institutional relations – at the corporate, regional and national levels – is a critical enabler to support the identification for partnership on specific initiatives. In order to systematise this effort, UNV must:

(i) keep different levels of engagement (i.e. leadership, senior management, working level, regional level, country level) to be able to understand how best UNV could partner with the relevant organisation;

(ii) work with the UN Secretariat – and engage Member States - in order to influence inter-governmental legislation and the Secretary-General reports, with references to a wider engagement of UN Volunteers as well as more general supporting to volunteerism which reinforces the nature of UNV mandate as volunteer sending organisation. For 2016, it will be critical to participate in the process of formulation of the Quadrennial Comprehensive Policy Review (QCPR) at the General Assembly, since it will define the division of labour within the UN Development System for supporting the implementation of the Sustainable Development Goals (SDGs);

(iii) related to the above, ensure the engagement of UNV in the roll-out of the SDGs, particularly at the field level, for example mapping volunteer activities and profiles required for specific goal accomplishment;

(iv) ensure internal coordination, information sharing and timely follow up on UN partner specific initiative, through its UN Entity Client Management Groups, to identify entry points and opportunities for partnerships and support and;

(v) leverage the large potential in using joint programming initiatives - including the formulation of UNV Concept Notes in partnership with Governments and UN partners – to further promote the potential role that UN Volunteers could play and support mobilization efforts.

These matters are being addressed through Senior Management engagement in key events such as Regional RC Cluster meetings, the introduction of the global programmes, the establishment of the UN Entity Client Management Groups, better engagement in UNDAFs, strengthening of MoUs with key agencies such as UNHCR and UNDP, and the setting up of UNV Regional centres.

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4 Some targeted efforts have yielded dividends, including: the UNFPA HR Strategy (2014-2017) establishing a target of 500 Volunteers placed; UNV joining the UNDG as observer and the joint-issuance letter between UN DOCO and UNV; the strategic dialogue with UNDP, which led to the identification of an M&E Service Line; the UNICEF/UNV pilot initiative on UN Youth Volunteer deployments; the institutionalisation of the long standing relationship with UN DFS.
**Reputation:** Institutional reputation is facilitated by communication structures, ease of interface, quality of deliverables including volunteers, efficiency, advocacy efforts, etc. For the purpose of volunteer mobilization, focus should be two-fold:

(i) strengthening reputation vis-à-vis clients through an expression of confidence in mandate, not shying away from the extraordinary niche and responsibility that UNV maintains in placing volunteers and encouraging volunteerism. While largely subjective and “anecdotal”, this aspect of reputation should not be underestimated since it remains one of the primary factors influencing volunteers’ mobilization. The ongoing effort to measure more systematically volunteers’ contribution to the impact of the programmes they serve in will strengthen the organisational’ reputation currently heavily relying on the “efficiency” side of the service provided to the UN system and less on the development “value” and;

(ii) strengthening UNV in the eyes of soliciting potential volunteer candidates - whose performance eventually reflects the overall organisation development value. This requires additional attention to: the website quality (first port of contact); easiness of access to information/MyProfile; responsiveness in case of helpdesk need or in the overall interaction once candidates are part of our roster; relationship during the whole submission/selection process; in-country experience with Field Unit; satisfaction with assignment (both host agency and UNV), response to critical events (i.e. - medevac, relocation), etc. Moreover, consideration and differentiation is required for volunteers of different age ranges and different profiles (from operational support of mission volunteers to highly qualified retirees to mid-career professionals to young professionals in core UN areas of mandate). The possibility of enhancing the aspects of “community” among prospective candidates, former volunteers and serving volunteers – including the online volunteers - could strengthen the organizational identity and - therefore - maximize the potential of such a large number of qualified individuals being connected with and interested in UNV.

These issues are being tackled through the strengthened UNV induction courses for outgoing POs and other volunteers, including an orientation packet, improving efficiencies in the VMC, the rolling out of a repositioned UNV brand and value proposition, strengthened web-presence (including OV), release of the second annual State of the World Volunteer Report, and new Conditions of Service.

**Regional and country context:** There are many considerations to take into account regarding the regional and country context from political, security, demography, and economic considerations as well as attractiveness and accessibility. In this regards, UNV has to:

(i) give special attention to interaction with posted volunteers to monitor retention, for volunteers posted to high risk (i.e. - non-family) duty stations;

(ii) scrutinize the “consumption patterns” of country typologies in terms of placement numbers with a disaggregation between national and international, gender, youth and occupational groups, and identify if - for example - middle-income countries have different recruitment patterns than countries emerging from conflict, etc.;

(iii) review and support the importance of South-South cooperation, particularly the technical cooperation between emerging economies such as Turkey, South Africa, Brazil, etc. and;

(iv) take into account different frameworks of engagement, including legal, from the past and go beyond the assumptions on bilateral projects (UN/Government). This means that beyond looking at contexts in term of their impact in managing the existing activities and adequately supporting the deployed UN Volunteers, full understanding of the specificities of a country and a region should inform the scanning and planning of future growth and engagement to become – as mentioned above – much better at providing partners with adapted solutions to their context-specific needs.
Although some of these matters are external to UNV’s control, Enhanced Field Presence and integrated mission support should provide more sustenance to UN Volunteers working in hard-ship duty stations and additional country scan information will lead to a better understanding of patterns as it pertains to – for example - MICs.

**Client and Demand Analysis:** While the spontaneous demand – triggered by our existing interaction with partners – will continue at regular pace, the leap in growth will only come from a better understanding of our partners’ needs, more sustained and collaborative engagement and the matching offering of new services and frameworks to support them.

In this regard, analysis of demand needs to take into account UN presence and financial status, more systematically. The UN presence in-country is spread across more than 130 countries and has many different configurations – from large field operations - with both a UN Mission and a UNCT - to very small in the case of different Small Island nations or MICs. It is important to always consider that the value proposition we offer to UN partners should also resonate with a key interest they have in working with UNV in a given context. To increase the chances to successfully brokering additional demand, UNV should:

(i) improve its partners’ intelligence to identify countries and partners with the highest potential for mobilization, based on country specific programme priorities and financial size per main agencies⁵;
(ii) invest more significantly in a number of priority countries, as currently identified through the 2014/2015 country scan exercise, and review the list annually to follow opportunities where they arise;
(iii) based on the above, ensure a clear segmentation of UN partners with dedicated demand forecast⁶ and tailored articulation of the value added of UNV specific modalities, scheme and initiatives per client – also based on track records and key areas identified (i.e. climate change agenda, DRR initiatives, stronger programming in post-conflict countries, etc.) and;
(iv) establish more dedicated capacities to engage, collaborate and co-create initiatives tailored made to specific UN partners to maximise its value added.

As noted, this is occurring through country scans and UN Entity Client Management Groups as well as deeper interrogation of UNDAFs and UN priorities in-country.

**V. STRENGTHENING VOLUNTEER MOBILIZATION: CURRENT AND PROPOSED INITIATIVES**

*Revisit specific modalities, schemes and initiatives:* UNV currently offers a diverse range of modalities, schemes and initiatives (see Annexe I), which have been historically designed based on an inter-governmental mandate or based on an analysis of their relevance to the volunteerism sector, rather than driven by new demand. In order to maximise the potential return on each of these modalities, schemes and initiatives, UNV has to: assess and validate the potential interest of each existing modality, scheme and initiative – segmented by partner; market them consistently and in a more targeted manner to the mandates and needs of the identified UN partners in specific contexts; and define a more

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⁵ Regional Offices have already started a review of UNDAFs. Some additional sources, including annual reports, open platforms such as UNDP’s “Our Projects” ([http://open.undp.org/#2015](http://open.undp.org/#2015)), illustrate that the information exists just not the compilation and relevant analysis to UNV scope.

⁶ The UN Entity Client Management Groups have started developing these documents for the main UN partners.
predictable set of success indicators, expected RoI and review cycle for each. A few areas are worthy of special note:

(i) **National UNV modality**: since the number of national volunteers is significantly growing, UNV needs to define a strategy to maximise UN partners’ interest in mobilising more national capacities. Considering that the management of this modality is highly decentralised at country level, a dedicated attention must be given to improve systems and processes to enhance efficiency and maintain a high value proposition for national volunteer candidates as well as prospect host organisations.

(ii) **UN Youth Volunteer modality**: while this was launched in 2013, it has not been as successful as originally intended, nor in line with our analysis of potential market. Therefore, a review of the modality – as envisioned in its original design – including of the university volunteer initiative – needs to be undertaken, with a much stronger focus on a) national youth volunteering; b) linkage to social innovation, social media and the big data agenda; and c) collaboration/outreach with universities from the global South and;

(iii) **Deployment of UN Volunteers in HQ locations**: Based on recent demand from UN partners, explore means of operationalizing deployment of more UNVs in regional offices and for the first time, at HQ locations in countries of the Global North. This could also include a possible scheme for young talent management programmes and possibly as an alternative to UN unpaid internship schemes (which are currently under review by the UN), exploring the opportunity of offering a tailored UN Youth Volunteer modality for HQ and back-office traineeship experience.

(iv) **Corporate Volunteering**: There is a good, in principle, case for UNV to support the UN system by expanding its engagement with the corporate sector. Given its mandate, and according to the recent study produced, UNV should in principle focus on two types of corporate engagement: philanthropic partnerships to bring in resources for volunteerism, and provision of expertise and excellent service to the UN system (and corporates) on effective use of corporate volunteers. In both cases (especially philanthropy), there may be particular opportunities in national as opposed to cross-border markets. For corporate volunteering, resolution of legal uncertainty is a pre-requisite to service development and a separate paper makes proposals to present to UNDP Legal Support Office. On philanthropy, UNV should focus on the current Latin American pilot and learn from this approach, with a view to extending it into other regional or national markets.

(v) **South-South Cooperation**: Although currently, but tentatively, underway with a number of countries such as China (HKU deployment), UNV could encapsulate these lessons to encourage more technical cooperation between emerging economies, particularly in the area of fully-funded.

**Establishment of service lines**: A related way of marketing the available modalities and efficiently structure the service offering is by designing and repositioning specific volunteer modalities and initiatives through a set of identified common service lines tailored to specific (groups of) clients and/or programme and institutional initiatives across the UN system. A service line would represent a set of standardised assignments to provide dedicated services to specific Agencies across multiple countries. The availability of service lines - that could leverage different existing UNV modalities and initiatives – would imply the formulation of standard DoAs, the packaging of mix teams between international and national UN Volunteers, the search of a relevant number of highly qualified candidates, with multiple

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7 Since the launch of the new modality, the majority of UN Youth Volunteers directly funded by the requesting Agency are nationals, as in the case of the cost-sharing programme in the Kurdistan Region of Iraq.

8 A draft business case has been prepared and shows a breakeven in five years, and pay-back for UNV’s investment (in simple cash terms) over ten years. Further testing of certain assumptions should be carried out before proceeding, and it would be essential to plan periodic review points. Resources are also required to mobilize as set out in ‘next steps’.
language skills and diverse experience set, possible common induction and training, joint resource mobilisation efforts, possible integration on global/regional/multi-country programmes. This was done successfully in 2015 through fully-funded volunteers serving as SDG focal points. Thus far, the following have been identified:

(i) **Support to country-level M&E capacities:** In line with the requirement for a greater accountability of the UN as well as a stronger support to national M&E systems. Initial discussions have begun with UNDP in the context of their commitment to strengthening capacities in the field for decentralized M&E. Such an initiative is expected to bring between 30-40 new international assignments that - if well leveraged - could open up a larger opportunity for national volunteer mobilization in the context of accompanying decentralised national M&E systems for the monitoring of the SDG agenda at country level.

(ii) **Support to the UN Resident Coordinator System:** With the deployment of UN Volunteers in coordination support functions, communications functions and to accompany SDG domestication processes, aiming for an initial 15-20 assignments per annum. A jointly-signed letter between the Executive Coordinator of UNV and the UN DOCO Director indicates a step in the right direction.

(iii) **Support for peace-building:** Although a number of initiatives are being discussed through the operationalization of the Peace-Building Global Programme, there are specific entry points already identified. For instance, support to the UNDP/DPA Joint Programme on Building National Capacities for Conflict Prevention through the deployment of international and national UNV Peace and Development Specialists to support UNCTs’ conflict analysis and peace programming capacities could bring 20-40 UN Volunteers assignments over the period 2016-2017.

(iv) **Support for Human Rights monitoring:** Working with OHCHR, in the context of the Rights up Front initiative of the Secretary-General, UNV could mobilize annually about 10-20 volunteers in support to HR monitoring mechanisms in difficult local contexts which could be filled by nationals of these countries.

(v) **Support for youth, social media and technology:** As an emerging area that the UN has not fully grasped, there may be entry points with units such as UN Pulse (Jakarta and Kampala) and other UN agencies interested in gaining traction. UNV’s new regional programme, currently under development, for ECIS and Arab States region will help facilitate this dialogue. The potential of such an initiative still needs to be fully explored.

(vi) **Support for organization of large national and international events:** Since these have historically mobilized large number of volunteers, it proves worth considering as a service-line. Some events, such as the Olympics and major international conferences (i.e. World Humanitarian Summit), can be approached with careful preparation. A challenge to the latter is that, normally, countries that prepare for such large scale events also employ their own volunteer machinery (i.e. – the case of Brazil and the 2016 Olympics). However, an early enough engagement with the convening Governments/organisation may pay off in terms of UN Volunteer mobilization. Peru recently provided an excellent example with support to COP 20 and the IMF/World Bank Governing Board meeting in Lima. In some instances, participation in these events is the result of an established track records of UNV in a programme area (i.e. DRR) and may also result in programme resources.

(vii) **Support to Medical Personnel:** As noted below (re: establishment of stand-by capacities for humanitarian response), current negotiations are on-going with WHO for a global health corp. Additionally, however, a standardized service line could be introduced for medical personnel as it is the ninth largest assignment profile (medical doctor) for DPKO, the first largest assignment profile (medical doctor) for UNDP, and the first largest assignment profile (mid-wife) for UNFPA.
This could also successfully build on UNV’s current and past programmatic interventions in support of “Doctors’ Programmes” such as those in Trinidad and Tobago, Malawi, and South Africa.

(viii) Support for SDG Implementation: As piloted in 2015, UNV will continue to provide standardized DOAs for interested UN agencies and institutionalize the service line after concluding a review of the process implemented thus far. It is worth-noting, however, that the UN family is still in the process of integrating the SDGs and UNV will be required to accompany the process as it progresses with a view to being opportunistic to need. Most-likely, new posts will service RCO offices as noted in service line (ii).

New service lines, however, should be “co-created” with UN agencies rather than fully articulated and then presented. The Partnership Forum in February 2016 will be a key opportunity to test demand with UN partners.

**Strengthening humanitarian response capacity:** When large-scale emergencies like the recent Ebola outbreak, Syrian refugee crisis, Philippines cyclone (Haiyan) and Nepal earthquake occur, mounting a coordinated rapid response is critical in ensuring that the UN system can cope with the demands, support the host government and reorient its programmes. As an important resource of specialized human capacity with unique characteristics, UNV has to be a key partner in delivering humanitarian and early recovery assistance, through:

(i) **Establishment of stand-by capacities for humanitarian response:** Currently under design in partnership with the UNDP Crisis Response Unit (CRU) - in the area of community recovery - and WHO – in the context of a Global Health Corps response capacity. Such mechanisms, administered by UNV, would complement the existing UN agencies’ stand-by agreements by bringing on board both organisations and candidates from the Global South. Based on the current trends, each area of stand-by deployment could mobilise average of 40 volunteers per annum, unless major crisis occur (i.e. in response to the Ebola crisis over 100 volunteers were mobilised within a three months’ period). After 2 year piloting with UNDP and WHO, a similar mechanism could be extended to other profiles relevant to additional humanitarian agencies.

(ii) **Targeted outreach:** Building on its long-standing experience in supporting UNHCR operations, through dedicated focal points, develop a specialised offering for WFP based on prior stronger collaboration,9 which could potentially bring up to 300-500 volunteers over the next 2-5 years. A similar approach to UNRWA could potentially mobilize 200-300 volunteers.

(iii) **Event-specific mobilization:** Invest in dedicated capacities to join the UN effort in response to the impact of the Syrian crisis and the current migrants’ humanitarian emergency, including in support to UN agencies activities on the EU borders. This may open up new ways of engagement in non-programme countries when it is specifically related to UN work, also based on the recognition that the SDGs are a global agenda.

(iv) **Flexibility of response:** Response to crisis needs to be quick and efficient. This requires the set-up of an internal coordination mechanism that involves the relevant Regional Office, to design a dedicated offer package - as successfully done in response to the Nepal earthquake. It will also necessitate a flexible approach in workload distribution across different Sections/Units/Portfolios and regular coordination across relevant managers. An analysis of the recent past deployments in these scenarios may also lead to the identification of possible service lines in the area of disaster preparedness and response.

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9 UNV reached a peak of 240 UN Volunteers deployed for WFP in 2005 and 2010.
Accompany the nationalization of peace-operations footprint: For the past few years, the UN system has been focusing on how to strengthen national civilian capacities in the aftermath of a crisis. This has opened two streams of opportunities for UNV to engage on a new ground within UN Security Council mandated Missions, beyond the current international UN Volunteer component:

(i) Complement the national workforce in Missions with national UN Volunteers: UNV has not been able to present its value added to UN DFS, DPKO and DPA in integrating part of its national personnel. With a more strongly acknowledged need for peace-operations to be better at communicating and implementing their mandate among the people of the countries where they are deployed, national UN Volunteers have a comparative advantage in supporting civil affairs, community mobilization, reintegration of former combatants type of work. Of course, some of these roles may be covered by youth volunteers, considering the demographics of most of the post-conflict countries, if coached and mentored by either more senior national volunteers or some of the international volunteers in-situ, through a mix-team approach. A framework of engagement is under formulation through UNV ONY, in collaboration with DFS and DPKO.

(ii) Contribute to the strengthening of national capacities, both within and outside the Missions: While the process of nationalization of Mission personnel is already going on quite rapidly in long-standing Missions, it is not always possible to find the right set of competencies and skills in the local labour market. While international UN Volunteers still account for 30% of international personnel, they could be used more in a mentoring and training role. In parallel with a potential growth of national UN Volunteers (on some of the roles traditionally covered by international volunteers), identifying this new niche may help preserve a certain number of international assignments. The same approach could be used in newer Missions, to train people from the communities to help Missions find qualified personnel at the time they begin nationalisation of their footprint and to create a better bond between the Missions and the communities. Such facilitation of community volunteer activities – if well designed and certified - could represent a more programmatic way to accompany capacity development.

(iii) Further build on the integrated nature of the majority of UN missions, to design joint programmatic initiatives with both relevant Missions’ Sections and UNCT agencies. In fact, the multi-partner nature of UN Volunteers’ deployments in different organisations on the ground may help design successful multi-disciplinary programmatic interventions to address some of the complexities of post-conflict contexts.

This may bring to a gradual integration of a national UNV component in the UN missions’ staffing tables up to 10-15% (1000-1500 national UN Volunteers) over the next 3-5 years.

Re-orient UNV-HQ structure toward UN Clients: Currently, UNV-HQ places emphasis on geographical focus rather than providing support directed toward a UN Agency perspective. As noted earlier, the three largest clients of UN Volunteer placement are, respectively, i) Security Council mandated missions (DFS/DPA/EAD/DPKO), UNDP, and UNHCR. Respectively, they harness 38%, 31%, and 14% (2014 statistics) of all UN Volunteers. Although there is a correlation between financial/programmatic presence in country, DFS/DPKO have dedicated support through UNVs’ office in New York as well as the work of the Peace Programming Section. Simultaneously, UNHCR benefits from focal points in the Volunteer Recruitment and Resources Section (VRRS). These interactions have dramatically benefited the relations (i.e. – UNHCR and UNV deploy joint-missions and frequently interact in respective HQ offices).

Forecast to be confirmed with DFS, DPKO and DPA during the ongoing formulation process of a national UNV framework of engagement, led by ONY and PPS.
Related to the above demand, other UN agencies have a relatively low spread of volunteers. UNICEF, UNFPA, WFP, and UN Women each commanding approximately 2-3% of volunteer assignments per annum. Additional diversification will be key to UNV’s success and the preparation of new service lines.

The UN Entity Client Management Client Group provides a useful entry point for assessing demand, discussion, sharing information, and certain decision points. It remains, however, UNV-HQ centric and requires deeper institutionalization. Therefore, while it is unlikely that UNV will undergo major structural reform, it is worth reviewing the pros and cons of realigning specific business sections to a UN partner focus to better develop specialization and maintain open conduits for dialogue. For example, VRRS and the Communication Section as well as parts of RMMS could be considered to re-orient their staff to provide services directly to specific UN agencies. Moreover, although DPS and PPS should continue to maintain geography as a reference, dual responsibilities with a UN partner focus could be considered.

Leveraging programme partnerships: Programmatic focus - while advancing partnerships and positioning volunteerism - can better support mobilization efforts. Evidence from the first round of country and regional project Concept Notes, though, shows a greater potential to leverage programmes for “other volunteers’” mobilization rather than UN Volunteers, unless those are paid by SVF. Approval of new programmes - with joint implementation arrangements - should be conditional on placement of volunteers within host agencies. It will prove incumbent to analyze the approved concept notes (total resources) vs. number of new volunteers recruited that will support implementation of respective projects. A preliminary review of the first two call for approved proposals illustrates that 536 partner-funded international and national volunteers will accompany implementation.

<table>
<thead>
<tr>
<th></th>
<th>International UN Volunteer</th>
<th>National UN Volunteer</th>
<th>International Youth UN Volunteer</th>
<th>National Youth UN Volunteer</th>
<th>University</th>
<th>Online</th>
<th>Non-UN Volunteer</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNV-funded</td>
<td>44</td>
<td>72</td>
<td>6</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Partner-funded</td>
<td>162</td>
<td>374</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fully-funded</td>
<td>19</td>
<td>33</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>78</td>
<td>14560</td>
</tr>
</tbody>
</table>

Currently, the project board has tightened the assessment criteria for approval. Two of the 13 key indicators are: i) the project explicitly integrates the promotion of volunteerism and mobilization of volunteers throughout the project and ii) the project creates opportunities to deploy UN Volunteers (including Youth and Online Volunteers) within the project activities and management structures. If approved by the project board, a minimum threshold could be applied for endorsement of any new volunteers.

Strategic use of Fully Funded (FF) volunteers: Simultaneously, further use of programme funds should guarantee a relevant number of volunteer opportunities through the FF. Managing the demand for these additional positions would require some dedicated work as stipulated in the new FF function business case, having in mind the different “conditionalities” coming from FF donors. In this sense, FF demand brokering could have some analogies with other VIOs’ effort as they offer volunteers whose cost is already covered by donors in the context of a specific programme/initiative. Meanwhile, the optimization of the Fully Funded modality - to maximize the benefits from both a programmatic and efficiency angle - requires an effort towards predictability of the number of assignments, their duration as well as the time of deployment. Improvements in these areas would make it easier to make a more
programmatic use. In order to achieve this vision, as well as increase the number of Fully Funded volunteers to 500-700 annually, an investment of 687,000 USD has already been approved.

**Briefing Note for Field Units on Volunteer Mobilization:** In effect, this strategy serves as a full overview of volunteer mobilization techniques and the UNV Suite (proposed later in the text) will sharpen UN client focus. However, volunteer mobilization requires additional emphasis in the induction and interaction with Field Units. Therefore, a short-briefing note, specifically dedicated to volunteer mobilization will be prepared as well as specific procedural support and guidance for FU will be introduced. This will include a review of the work of other Volunteer Involving Organizations.

**Strengthening the Volunteer Management Cycle:** Efficient management of supply requires addressing issues of internal control, spanning a wide range, including: good descriptions of assignment; candidate profiles; overall quality and adjustment to demand trends/forecast; candidates database maintenance and infrastructure as well as special recruitment management; standard setting and procedures such as the new Conditions of Service; efficiency and business processes; and workload distribution. Other external factors include: attractiveness of UNV experience and qualification requirements – technical skills and language and availability of candidates.

Each of the elements above are part of the ongoing process to improve the Volunteer Management Cycle (VMC), looking at elements of business reengineering (including workflow design, UNV teams’ roles and responsibilities and consequently a more flexible workload distribution across the organisation, both at central, regional and country level), policy updates, systems upgrades and realignment, prioritisation of activities. The VMC process – which is particularly relevant for the “supply” side of the mobilization of UN Volunteers - has been subject to a review from UNDP Management Consulting Team (MCT) and is currently under implementation through a series of business cases that are moving forward in parallel two different sets of actions: a) the implementation of incremental changes to the current processes and systems; and b) the design of longer term solutions. The VMC process - which for many aspects has been an ongoing process of evolution of UNV business practices – took a new course during the organisation’s change management process in 2009-2010, to become a core deliverable of the current UNV Strategic Framework. It is aimed at keeping UNV ahead of the innovation curve in volunteering when it comes to the value proposition to candidates and partners, policy frameworks, systems and platforms. A few elements worth highlighting11 are:

(i) Descriptions of Assignments are a key tool to design the right assignment, with a direct impact on a) the organisation’s reputation vis-à-vis candidates; b) time for the identification of candidates in the database and; c) rejection rate from the host organisation. Therefore, while the standardisation of certain technical aspects of the DoAs – on similar occupational groups serving for one Agency across several countries – helps increase efficiency (i.e. in candidates technical clearance, diploma verification, clarity for the candidates and the receiving offices), specific expected results as well as the enabling context that would allow for a successful and meaningful assignment should be tailored at each request. A modified approach would be required when designing DoAs for a line of “services” provided globally through similar assignments (UN Coordination, medical services, M&E, etc.) vs. the design of very specific – either to the context or to the host agency - types of assignments.

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11 Since it is anticipated that part of its implementation will go beyond the Strategic Framework period, the present strategy will not present the VMC process in detail, since it is at a quite advanced design stage that takes into account many of the principles presented in the above section, as they pertain to each specific UNV modality and initiative.
(ii) Standardization - that is important for accountability and quality control - should be ensured through specific SoPs for different types of initiatives (e.g., e. stand-by mechanism, service lines);
(iii) Improved vacancy management;
(iv) All modalities, schemes and initiatives should be equally supported by relevant tools, systems and processes, especially focusing on the growing national UNV modality that is currently completely decentralized with little oversight from HQ and;
(v) Review the practices of international Volunteer Involving Organizations (VIOs).

VI. NEW PRODUCTS TO SUSTAIN GROWTH

The need to accelerate volunteer mobilization requires significant cross-organisational cooperation with dedicated investments that will represent a priority for the entire organisation during the next years. In June of 2015, UNV hosted a design thinking workshop – bringing together different organisation’s units – to propose new ways of doing business. After reviewing challenges, proposing ideas, modelling practices, three key “break-through ideas” emerged, which are elaborated in greater detail below. The event also provided an opportunity for different UNV business units to validate a common focus of work critical to support volunteers’ mobilization and management. These three areas consisted of: i) Co-creation of partnerships, ii) the UNV Field Unit Suite, and iii) Enhanced Field Presence.

Co-creation of partnerships: While recognising the need to a more specialised and accountable business model, UNV has faced past challenges with tailoring its services, as well as monitoring results and providing real-time reporting. In the need to accelerate programming, volunteer placement, diversify the funding base, increase donor and partner confidence, UNV will more proactively engage with its partners not only to understand their needs and offer possible talent solutions, but to anticipate what future needs might be and co-design solutions. Design of a virtual platform - the Partnership Cube - for co-creation between UNV and partners in various areas of mutual interest will offer an opportunity to address this gap, enabling two type of activities: i) it will be a co-working platform to enhance the interaction along the volunteers’ management steps (from “live” DoA drafting, to a smoother request system); and ii) it will open UNV business intelligence, being populated by achievements, feedback mechanisms, aggregate statistics, financial data, geographical positioning, etc. - for organizational partners to immediately access information and pursue future endeavours in relation to their collaborative efforts with UNV. Although primarily on-line (public website), the Cube – on demand - will facilitate opportunities for face-to-face interaction, including preparation of field trips, requests for joint-conferences, award ceremonies for good practices, working together on advocacy, etc.
The above depiction serves as a prototype. On one side of the Cube, partners can have immediate availability to financing, programmatic, and advocacy opportunities. The second side of the cube represents an entry-point for specific partners to a tailored virtual co-working space closely aligned with the other side, hyperlinks allowing the user to move quickly between entry points. Some content, could be modelled on UNDP’s online portal - that allows open, comprehensive public access to data on more than 10,000 active UNDP projects, and publishes over US$5.8 billion in project data - but enhanced for additional interaction. In fact, while UNV is part of UNDP Open platform it has not a distinguished visibility yet; this is part of the corporate RBM project that – by increasing organizational transparency and accountability on the use of resources - will contribute significantly to UNV reputation vis-à-vis de donors and other partners. The main scope of the Cube is twofold: creating a space where regular partners can find all they need on UNV - and managing their existing services - while allowing to move from an approach where UNV tries to anticipate and respond to partners’ needs more towards a joint identification of opportunities for mutually beneficial partnerships that could help anticipate innovative joint initiatives between UNV, Member States, CSOs, Private Sector and Academia. The features of the Cube should be gradually developed and made available to a growing number of partners after a piloting phase.

UNV Suite: The UNV Suite is a jointly developed toolbox between HQ and a UNV Field Unit. Although each Suite will have a similar foundation, the overall composition will expand to address specific host-agency needs and tailored to a national context, to support the partner segmentation identified above as a key success factor for the implementation of the strategy. The Suite could contain the following:

- One pager on explanation of UNV structure, value-proposition, and modalities
  - Modified content will provide local data on volunteers (international/national and modalities, etc.), specifics to the national context (legal environment, volunteer infrastructure and schemes, etc.), Field Unit personnel, etc.
- One pager on UNV contribution/value-added to UN Agency, Fund, or Programme with successful case-studies and global references as needed (these will be premised on the existing agency engagement plans)
  - Modified content will provide longitudinal trends in country with agency, feedback/evaluations from agency management on previous volunteers, successful partnership references, etc.
- Key agency profiles, sample/standard DoAs of the most requested profiles, and proforma costs, easily adaptable to the require regional/country tailoring
  - Modified content will focus on careful analysis of the UNDAF, interaction with key national partnerships, meetings with HR representatives, etc.
- One pager on Global Programmes with examples of potential partnership
  - Modified content will be comprised of previous UNV financial/programmatic support in-country
- One pager on advocacy efforts and the significance of promoting volunteerism, including references to policy briefs, SWVR, etc.
  - Modified content will consist of past IVD events, outreach initiatives, etc.
- One pager on more information, including website links, information about UNV-Bonn configuration, blue-room talk videos, etc.

Various business units, led by the Communications Section and members of the Outcome Performance Team, will draft the first content that will subsequently be tailored by Portfolio Managers and Field Units. Each country will have a minimum of three end-products targeting the three largest recipients of volunteers’ in-country. A key success factor of the UNV Suite will be the capacity to combine solid content with modern communications tools. It should be easy to update, catchy and innovative in order
to support the substantive comparative advantage of UNV, while also speaking of the peculiarity of a volunteers' organisation to go beyond the pure HR aspect that UNV partners expect and naturally see first. In addition, accompanying the suite, a strategic communication approach will be drafted alongside other substantive tools such as an SDG toolkit.

**Enhanced Field Presence and Consolidation:** Field-based personnel are the backbone of UNVs’ operations. As an on-going exercise following the country scans, UNV management - in consultation with Field Units - has been reviewing the most appropriate configuration and scope of UNVs’ global presence. Acknowledging the limited resources when it comes to the allowed core investment in Field Units, part of the Enhanced Field Presence (EFP) funds raised through the volunteers’ cost-recovery scheme have been earmarked to better equip Field Unit in countries that present major opportunities for strengthening UNV presence.

The key areas analysed for opportunities, that while closely inter-linked may require different type of capacities and available resources, are: a) volunteer mobilization and programming (since closely interconnected); b) volunteer management; c) partnership (for resource mobilization, including FF and/or for “political” engagement – i.e. emerging economies, South-South cooperation). These three issues are underscored by investments vs. potential income derived from volunteer placement and resource mobilization.

Future consolidation or strengthening of FUs in mainly contingent on income or return on investment (RoI) as well as designing a field presence that - while ensuring support to UNV activities and presence in the field – would minimize the management burden of a too fragmented presence and look for efficiency through multi-country coverage and remote support. This will place an emphasis on prioritization of specific countries as well. Depending on the country profile, the available capacities, the UN configuration and the area(s) of opportunity different options of a Field Unit configuration have been identified: from the establishment of international professional staff positions (to guarantee greater continuity of engagement, in certain cases a higher seniority, etc.), to the creation of national officers position (to maximize in-country talent, networks, etc.) to the deployment of additional UN Volunteers under the relevant modalities. Where the factor impeding further growth has been identified in workload of the current volunteers’ contingent, additional administrative and volunteers’ management support has been deployed.

Considerable thinking has been invested to ensuring that the most competent individuals are selected and retained, as articulated in UNV One Personnel HR Strategy. In this context, a special attention is due to the selection and retention of UNV Programme Officers, who largely remain the main interlocutors of UNV partners in the field.

As to the Programme Assistants, they represent the real institutional memory of the programme and often remain in charge of all Field Unit activities during the recruitment time of new Programme Officers. For a long time, the training and learning of the Programme Assistants has been left to UNDP Country Offices learning plans and opportunities. The new UNV One Personnel HR Strategy is establishing a more consistent way to support and value long-serving and performing Programme Assistants beyond punctual training events and regional/global meetings.

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12 See Annexe III for details and rational.
Other functions have also been performed by UN Youth Volunteers or UNV Specialists under the fully funded modality, brought to complement the Field Unit team. While the benefit of additional capacities to the “standard” Field Unit configuration are evident, the unpredictability of the duration of such a donor-dependent support has often brought to the brokering of opportunities that lacked follow up capacities. The introduction of the EFP-funded positions in a few priority countries should help UNV to deploy the necessary capacities and sustain the presence where high potential – in programming, volunteer mobilization and/or partnership – is identified.

Finally, UNV Regional Offices - that have been recently established to make more closely available to UNV Field Units business intelligence, programme advisory and partnership capacities - are going to play a critical role in accompanying most of the above mentioned initiatives. The presence of senior personnel as Regional Managers should allow UNV to effectively interact with the UN partners’ regional offices, while the specialised capacities provided by the international UNV Specialists in each of UNV programme priority areas will provide technical advice and robust evidence in the a) analysis of potential areas of growth through joint programming; and b) the tailoring of UNV value proposition to specific partners in a given geographical context. Regional capacities will also allow a certain flexibility in the response to event-driven opportunities (i.e. big events, crisis response, etc.).

VII. RISKS

In implementing the Volunteer Mobilization and Management Strategy, several risks are anticipated. UNV will implement the following actions to mitigate the major risks as follows.

<table>
<thead>
<tr>
<th>Risks</th>
<th>Management to mitigate risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. UNV cannot/doe not effectively implement the agreed actions, resulting into lack of focus on mobilization</td>
<td>UNV management will strengthen its corporate oversight to ensure timely delivery, results-based management and accountability.</td>
</tr>
<tr>
<td>2. UNV’s resources do not allow to timely invest in field capacities, new partnership initiatives and increased efficiency in its volunteer management practice and systems</td>
<td>The SMT – on recommendation from the OPT – will decide on a prioritisation of the investment and agree on reviewing the performance targets.</td>
</tr>
<tr>
<td>3. UNV cannot effectively integrate in UNDP country offices/UN Country Teams and substantively engage in joint programming to identify opportunities for volunteers’ mobilization</td>
<td>The ET will engage with the OPG and the UNDG Chair - through DOCO - to redefine the best positioning for the UNV programme at Country level, while DPS/PPS/VRRS/HRS will ensure quality of Field Unit personnel.</td>
</tr>
<tr>
<td>4. UNV cannot effectively engage with UN specialized agencies, funds and programmes at Headquarters level/HR and Programme Departments and integrate UN Volunteers in their HR strategy and joint programming</td>
<td>Three UN entities client management group has been operationalized. Regular strategic dialogues/outreach at both the policy and operational levels have to be institutionalized. A tracking system is to be formalized.</td>
</tr>
<tr>
<td>5. The new global programmes do not open up many volunteers’ mobilization opportunities as anticipated</td>
<td>UNV will find alternative sources of opportunities in the context of the other pillars of its mandate.</td>
</tr>
<tr>
<td>6. Donors’ budgets do not gradually increase</td>
<td>UNV will explore different forms of partnerships and funding (private sector, foundations, crowd-funding).</td>
</tr>
<tr>
<td>7. Emerging donors do not support a meaningful number of fully funded volunteers’ assignments</td>
<td>The use of the current FF resource will be maximised and greater focus on retention will be put to demonstrate the value added of the FF modality.</td>
</tr>
<tr>
<td>8. UNV cannot carry out sufficient intel/analytical work and build effective needs forecasting and partnerships knowledge management system</td>
<td>UNV will improve its business intelligence framework and systems.</td>
</tr>
</tbody>
</table>
9. A relevant cost-recovery on volunteers’ management cost prices the national volunteer modality/university volunteer initiative out-of-market. UNV will redefine the table of active modalities, based on a cost-benefit analysis.

10. No legal solution is found to accommodate corporate volunteering opportunities. UNV will review other options, including the establishment of a financing mechanism for the private sector.

11. UNV cannot increase its ratio of national volunteers within UN Security-Council mandated Missions. UNV will strengthen its engagement with other UN partners and Governments to make cost-sharing frameworks significantly increase.

12. The humanitarian support (dedicated stand-by partnerships, better integration in UN Agencies’ SURGE/emergency response mechanism) does not provide significant opportunities. UNV will look into other possible service lines.

VIII. RESULTS MATRIX AND CONCLUSION

First, to achieve the Volunteer Mobilization and Management Strategy, a series of actions - identified below - need to be implemented and closely monitored, including some investments. One main challenge is the dispersement of activity sets through the organization - ensuring coverage and application of good schemes from HQ to Regional Centres to Field Units to Volunteers. Therefore, beyond a simple delineation of next steps, a targeted implementation plan and business case for specific activities, accompanied by a dissemination/communication proposal, will be required to ensure appropriate content reaches distinct levels within the organization. In the interim, VKIS will organize a learning café to launch the strategy with UNV personnel.

Secondly, this should be considered a “live” document and re-visited annually - largely informed by the country scans exercise - to take into account a rapidly changing environment. Moreover, additional prioritization is required based on Senior Management guidance, viability, and financial envelopes. For example, new service lines should be sequenced and done in a manner of co-creation with host-agencies rather than developed in an ad-hoc manner. This may require a different way of distributing responsibilities within the organisation, without envisaging a major structural change.

Thirdly, the ultimate goal of the strategy is to accomplish the targets established in the Strategic Framework, including the figure of 10,000 UN Volunteer assignments per annum. Therefore, this should be viewed in the context of accompanying the SF, not superseding.

In reviewing the above strategy note, the following next critical steps are required as noted in the below results matrix13 (additional information can be found in the Annexe II and Annexe III on annual forecasts of additional volunteers through various service lines as well as investments required):

| OUTCOME (as stipulated in the UNV Strategic Framework – 2014-2017): UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes. |
| Outputs/Activities | Indicators | Result Targets (2018) | Responsible Actors | Indicative Time-frame |

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13 The Results Matrix is subject to endorsement of EC and subsequent Section Chiefs. The Result Targets and Time-Frame will be elaborated with the business case and implementation plant produced by 30 March, 2016.
Reinforced and prioritized UNV Field Unit presence through the finalization – and subsequent implementation – of the Enhanced Field Presence business case for allocating earmarked funds to strengthen field unit configuration, consolidating others to enhance focus, as well as a continued investments on strengthening UNV’s regional presence.

- Number of FUs strengthened through additional staff/personnel
- Number of FUs consolidated or closed
- Minimum of 5 FUs benefit from EFP
- All FUs with 100 volunteers plus, receive additional support
- Minimum of 10 FUs closed or downsized
- 4 Fully-functioning RCs
- DPS/PPS/PCS
- December 2015 for the Business Case approval
- One year for implementation – taking into account personnel contract cycles.

Focused support to UN Client Needs through the realignment of staff focus, preparation of additional toolkits for FU staff, and regularization of the UN Client Entity Management Group as the key governance domain for strategic partnerships with UN agencies

- Restructured UNV-Bonn staff presence through applied focal points
- Number of toolkits prepared for FUs on volunteer mobilization
- Number of dedicated sessions on VMM during PO inductions
- Number of UN Client Group meetings per annum
- Satisfaction rates of UN Clients
- Number of UN volunteers
- VRSS and Communication staff appointed as UN focal points with committed services
- 3 new toolkits prepared on VMM
- 6 UNECMG group meetings per annum
- OEC/VRSS/CS/LearningTea
- January onwards

Strengthened corporate RBM practices and project allocation through the new programme lines and fully funded function, as well as intensified business intelligence investments in areas such as the country scan and FU performance

- New ways to measure volunteer counting
- Strengthened criteria for UN Volunteer placement in project/FF allocations
- Number of accurate forecasts indicated in country scans
- Minimum of 10 volunteers placed per national project
- RBM system in place for measuring FU performance and forecasting accuracy as well as means of counting volunteers, including months served
- RMMS/FFUs
- January onwards

Increased number of national UNV placement in peacekeeping operations through more intense interaction with the mission and new product development (i.e. – programmatic entry points)

- Number of national UNVs placed with DFS
- Agreement with DFS on increased nationalization
- Minimum of 1,000 new national assignments (in additional to current numbers) with DFS
- ONV/PPS/FFUs
- January onwards

Improved volunteer management practices through strengthened tools and systems (VMC), including a review of practices of other VIOs, and finalization of the cost-recovery strategy

- Reduction in days for volunteer placement
- Accurate accounting for cost-recovery
- 5% reduction in time allocation for vacancy rates
- 3% saving in cost-recovery for volunteer placement and efficiency
- VRRS/VKIS/FF
- January onwards

Expanded UN Volunteer presence in humanitarian circumstances through the development of a the humanitarian response tailored assignments and stand-by mechanism and solicit interest during the partnership forum

- Number of volunteers responding to humanitarian circumstances with diversified UN agencies
- Minimum of 300 new volunteers per annum responding to humanitarian assignments
- Minimum of two new agreements signed/finalized with UN agencies (i.e. – WFP, UNRWA)
- UNECMG (Peace/ Humanitarian)
- February 2016 for concept to be presented at Partnership Forum
- February 2016 onwards for implementation

Introduced service lines and strengthened schemes through the evaluation of select existing modalities, particularly the FF and the youth modality, and re-vamp (or close) others such as Tokten preparation of initial briefs for agency-tailored service lines as well as other schemes (i.e. – corporate volunteering and HQ based volunteers) with a view to presentation during the partnership forum and based on feedback enter into an agreement of co-creation

- Number of schemes validated
- Number of volunteers
- Number of new service lines
- Minimum of two modalities/schemes reviewed and strengthened
- Minimum of three new service lines finalized (complete package)
- See annexe II for indicative forecast of volunteer numbers
- OEC/RMMS/PCS/PPS/DFS/FFUs
- February 2016 for concept to be presented at Partnership Forum
- February 2016 onwards for co-creation and implementation

Focused and applied partner intelligence at the country level through the preparation and issuance of the UNV Suite, alongside the new branding and strategic communication approach

- Number of tailored, country/agency specific suites prepared
- Number of volunteers
- Minimum of three UNV suites prepared per annum per country with clear guidance on packaging and roll-out
- CS/PPS/DFS/VRSS/PCS/VKIS /PPS/FFUs
- April 2016 onwards

Enhanced co-creation of partnerships and improved access to UNV content through moving the partnership cube from conceptualization to practice through a dedicated design and application team

- Number of hits and engagement on the platform
- Number of co-created initiatives
- Minimum of six new initiatives co-created with partners through the partnership cube
- OEC/PCD/MSSD/DFS/PPS/PCS/VKIS
- June 2016 onwards

In this context, annualized activities, targets, key performance indicators and resource requirements will be also identified during the Annual Business Plan process. The most critical among these actions will be selected as ABP deliverable in order to ensure the necessary corporate investment, prioritisation and support from the relevant functional units. Lastly, once approved a four-pager will be created by the Communication Section to be shared publically.
# UNV modalities and initiatives overview for UN entity partners

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Sample Volunteer Description</th>
<th>Age Range</th>
<th>Work Experience Requirements</th>
<th>Assessment</th>
<th>Funding Options</th>
<th>Average Procurement Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Youth Volunteers</td>
<td>A UN Youth Volunteer is implementing the South-South ‘Escuelas Vivas’ (Viable Schools) project in El Salvador. He is part of a team working to sustainably improve food security and nutrition in and around the Tapalpa, Verapaz and Guadalupe municipalities, training students, their families, teachers and other members of the community to grow vegetables in school and family-run gardens. During a tropical storm, he helped construct shelters for more than 500 people, putting together food baskets for the affected families, evaluating landslide risks in the nearby volcano, and assisting post-disaster needs.</td>
<td>18-29</td>
<td>0-2 years</td>
<td>6-24 months</td>
<td>UN entities, Governments, Foundations</td>
<td>$37,500 - $45,000</td>
</tr>
<tr>
<td>University/UN Youth Volunteers</td>
<td>A University/UN Youth Volunteer is working as an IT Specialist working with the United Nations Development Programme (UNDP) Samoa. She is supporting the redevelopment of the UNDP Samoa website, developing content, and assisting with the formulation of an IT strategy.</td>
<td>18-29</td>
<td>0-2 years</td>
<td>3-6 months</td>
<td>Governments, Universities, Private Sector</td>
<td>$17,500</td>
</tr>
<tr>
<td>UN Volunteers</td>
<td>A UN Volunteer works for the Communications and Information Technology Section (Human Resource) of the United Nations African Union Mission in Darfur (UNAMID), supporting the Darfur Disabled Club by raising awareness and funds for their workshops and services.</td>
<td>25+</td>
<td>At least 2 years</td>
<td>3 months - 4 years</td>
<td>UN entities, Governments, Foundations</td>
<td>$65,000 - $67,000</td>
</tr>
<tr>
<td>Short-term UN Volunteers (including private sector, UN Expatatriate Nationals, Volunteer Initiative, retirees)</td>
<td>A Short-term UN Volunteer is working as a Human Rights Lawyer supporting the United Nations High Commissioner for Refugees (UNHCR) in Jordan. She is serving under a month-long contract as part of a surge force deployed to assist with rising numbers of refugees, and is advising refugees on their legal status.</td>
<td>25+</td>
<td>At least 2 years</td>
<td>Less than 3 months</td>
<td>UN entities, Governments, Foundations</td>
<td>Varies</td>
</tr>
</tbody>
</table>

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1. UN Volunteers may serve for a maximum period of four years. For UN Youth Volunteers the maximum cumulative period of service and maximum period of a single assignment is two years.

2. Proforma costs are indicative and vary according to duty station, hardship, host country, security costs, and other factors. For country-specific proforma costs please contact the relevant UNV representative in your country. Costs of security requirements and MORSS compliance are outside of the proforma estimates the host entity as incurred.
<table>
<thead>
<tr>
<th>Contractual Modality</th>
<th>Initiative</th>
<th>Sample Volunteer Description</th>
<th>Age Range</th>
<th>Work Experience Requirements</th>
<th>Assignment Duration</th>
<th>Funding Options</th>
<th>Average Per-Person Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>UN Youth Volunteers</td>
<td>A UN Youth Volunteer from Kenya is helping to enhance youth engagement in the 2013 Kenya General Elections. She is coordinating with youth organizations to measure youth involvement in the political process and monitoring youth activities during the election period including on Election Day.</td>
<td>18-29</td>
<td>6-2 years</td>
<td>6-24 months</td>
<td>UN entities Governments Foundations</td>
<td>$11,100</td>
</tr>
<tr>
<td></td>
<td>UN Volunteers</td>
<td>A Ghanaian UN Volunteer is supporting UNDP’s operations in Ghana as a Multimedia Officer by carrying out photographic assignments, managing UNDP’s online multimedia archive in the country, working closely with communications staff and journalists to deliver high quality content, and building capacity of local staff to manage media.</td>
<td>22+</td>
<td>At least 2 years</td>
<td>3 months - 4 years</td>
<td>UN entities Governments Foundations</td>
<td>$12,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Modality</th>
<th>Initiative</th>
<th>Sample Volunteer Description</th>
<th>Age Range</th>
<th>Work Experience Requirements</th>
<th>Assignment Duration</th>
<th>Funding Options</th>
<th>Average Per-Person Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>UN Online Volunteers</td>
<td>A final-year economics student is volunteering online as a UN Online Volunteer to make the voice of her fellow Bangladeshi nationals heard globally by entering their priorities for a better world in the MY World survey.</td>
<td>18+</td>
<td>Varies</td>
<td>1 hour - 1 year with possible extension</td>
<td>UNV</td>
<td>None</td>
</tr>
</tbody>
</table>

1. UN Volunteers may serve for a maximum period of four years. For UN Youth Volunteers the maximum cumulative period of service and maximum period of a single assignment is two years.

2. Proforma are indicative and vary according to duty station, hardship, host country, security costs, and other factors. For country-specific proforma costs please contact the relevant UNV representative in your country. Costs of security requirements and MORRIS compliance are outside of the proforma estimates the host entity as incurred.

Last updated on 15 May 2015
## ANNEXE II – Summary of anticipated additional mobilization under new/re-vamped initiative

<table>
<thead>
<tr>
<th>Type of intervention / Service Line</th>
<th>Target agencies</th>
<th>Annual forecast</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster rapid response facility</td>
<td>UNDP CRU</td>
<td>40</td>
<td>Number defined in current Concept Note agreed with UNDP/CRU</td>
</tr>
<tr>
<td>Global Health Corps</td>
<td>WHO</td>
<td>40</td>
<td>Number defined in current Concept Note proposed to WHO</td>
</tr>
<tr>
<td>Youth - Innovation &amp; Social Media; Big data; Technology;</td>
<td>UNDP/UNICEF</td>
<td>30</td>
<td>UNDP Youth Strategy; potential FF Service line to donors; Global Youth Programme - RBEC/RBAS Programme; VKIS review; initial conversations with Nesta; replicate/expand KRG model</td>
</tr>
<tr>
<td>Repositioning of UN Youth Modality</td>
<td>UNDP/UNICEF/ Government cost-sharing</td>
<td>100-300</td>
<td>Better marketing and deployment of UNV Youth modality.</td>
</tr>
<tr>
<td>Conference services</td>
<td>UNDP/OCHA/governments (through UNDP)</td>
<td>20-40</td>
<td>Short-term deployment for actual conference in relevant numbers together with a few for the run-up; need to write up experiences in past and look at short-term / more flexible, cost-effective</td>
</tr>
<tr>
<td>TOKTEN</td>
<td></td>
<td>TBD</td>
<td>Following the evaluation and the formulation of the new Policy Note, this initiative has not been re-launched. It needs to be revived and marketed in specific contexts (e.g., post disaster / crisis) rebuilding and development.</td>
</tr>
<tr>
<td>Medical personnel</td>
<td>UNDP/UNFPA/DFS/WHO</td>
<td>50</td>
<td>Consider programmatic entry points through various Doctors’ initiatives to leverage support</td>
</tr>
<tr>
<td>SDG</td>
<td>UNDP/RCOs</td>
<td>20</td>
<td>UNDP engagement initiated; FF S/L to be packaged and developed.</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>UNDP/RCOs</td>
<td>20-30</td>
<td>UNDP engagement initiated; FF S/L to be packaged and developed.</td>
</tr>
<tr>
<td>Advocacy</td>
<td>UNDP – SDGs: RCO</td>
<td>20</td>
<td>UNDP engagement initiated; FF S/L to be packaged and developed.</td>
</tr>
<tr>
<td>Private sector/Corporate Volunteering</td>
<td></td>
<td>5-10</td>
<td>Short-term; framework under finalization from CPAS</td>
</tr>
<tr>
<td>NUNV component in UN Missions</td>
<td>DFS/DPKO/DPA</td>
<td>1000-1500</td>
<td></td>
</tr>
<tr>
<td>Peace and Development Specialists</td>
<td>UNDP/DPA/PBSO</td>
<td>10-20</td>
<td></td>
</tr>
<tr>
<td>Peacebuilding participatory monitoring</td>
<td>PBSO</td>
<td>10-20</td>
<td></td>
</tr>
<tr>
<td>UNCT Human Rights advocacy and monitoring capacities</td>
<td></td>
<td>10</td>
<td>It includes the Rights up Front initiative and the broader support to the RCs’ system through the UNDG Joint Programme on HR</td>
</tr>
<tr>
<td>Strengthening existing Agencies’ programming partnerships</td>
<td>UNDP/UNHCR/UNFPA/UNICEF/UNODC/UNHABITAT/UNEP</td>
<td>300-500</td>
<td></td>
</tr>
<tr>
<td>UNVs - Young Leadership at the UN</td>
<td>UNDP</td>
<td>TBD</td>
<td>Preliminary discussions hold, to follow-up.</td>
</tr>
<tr>
<td>UNVs at HQ</td>
<td>UNDG</td>
<td>60</td>
<td>Average of 2 per major UNDG member</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------</td>
<td>----</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Increased Fully Funded assignments</td>
<td>UNDG</td>
<td>100-200</td>
<td></td>
</tr>
<tr>
<td>EXPECTED TOTAL INCREASE</td>
<td></td>
<td>2085-3340</td>
<td></td>
</tr>
<tr>
<td>ANNUAL TOTAL NUMBER</td>
<td></td>
<td>8978-10233</td>
<td>BUILT ON 2015 PROJECTED TOTAL (6893)</td>
</tr>
</tbody>
</table>
### ANNEXE III - Table of approved investments in support to volunteer mobilization and management

<table>
<thead>
<tr>
<th>Type of investment</th>
<th>Expected impact</th>
<th>Total envelope 2014-2015</th>
<th>Anticipated RoI</th>
<th>Comment / Links with</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VMC SYSTEM INCREMENTAL CHANGES</strong></td>
<td>More efficient volunteer administration</td>
<td>402,351USD</td>
<td>114% in 18 months</td>
<td>The revised project cost (as of ICTGG this week) is increased by $300,000, thereby reducing potential return.</td>
</tr>
<tr>
<td><strong>VOLUNTEER REPORTING (PART OF RBM)</strong></td>
<td>Increased volunteer satisfaction, and retention. More reliable results reporting</td>
<td>TBD</td>
<td></td>
<td>Check with RMSS.</td>
</tr>
<tr>
<td><strong>OV</strong></td>
<td>New revenue stream and increased numbers</td>
<td>702,000USD</td>
<td>94% - over 5 years; Payback 2.5 Years</td>
<td></td>
</tr>
<tr>
<td><strong>FULLY FUNDED</strong></td>
<td>Increase in FF assignments; greater alignment to programme areas; greater efficiency in selection processes</td>
<td>$687,000 in total staff costs</td>
<td>$3.5m in income (VMC,EFP,GM) versus the investment in staff</td>
<td></td>
</tr>
<tr>
<td><strong>ENHANCED FIELD PRESENCE</strong></td>
<td>Stronger partnerships and resource mobilization; higher volunteer numbers; higher programme delivery rate</td>
<td>933,000USD (per latest budget discussions)</td>
<td></td>
<td>Formal ROI calculation to be done.</td>
</tr>
<tr>
<td><strong>REGIONAL OFFICES</strong></td>
<td>Stronger partnerships; higher volunteer numbers; higher programme delivery rate</td>
<td>About $1.5M per year</td>
<td></td>
<td>Formal ROI calculation to be done.</td>
</tr>
<tr>
<td><strong>PROGRAMMES</strong></td>
<td>Stronger partnerships and resource mobilization; higher volunteer numbers; higher programme delivery rate</td>
<td>30 Million USD</td>
<td>No formal ROI calculation</td>
<td>Youth: 10 mln Peacebuilding: 10 mln DRR: 3.3 mln BSS: 3.3 mln VI: 3.3 mln</td>
</tr>
<tr>
<td><strong>FIELD UNIT CONSOLIDATION AND REPURPOSING</strong></td>
<td>Stronger partnerships and resource mobilization; higher volunteer numbers; higher programme delivery rate</td>
<td>5.2 Million USD</td>
<td>No formal ROI calculation</td>
<td>Including Client Management Groups, Engagement Plans, Partnership Cube</td>
</tr>
<tr>
<td><strong>UN CLIENT MANAGEMENT SYSTEM</strong></td>
<td>Stronger partnerships and resource mobilization; higher volunteer numbers; innovative initiatives; co-creation/collaboration projects</td>
<td>TBD</td>
<td>No formal ROI calculation</td>
<td></td>
</tr>
<tr>
<td><strong>UNV SUIT</strong></td>
<td>Stronger partnership; clear communication of products and value add</td>
<td>TBD</td>
<td>No formal ROI calculation</td>
<td>Quantified in 2% of EFP</td>
</tr>
<tr>
<td><strong>TOTAL APPROVED</strong></td>
<td></td>
<td></td>
<td>i). 9.5 Million in personnel, VM-related institutional effectiveness and enhanced partnership; ii) 30 Million USD in programmes</td>
<td></td>
</tr>
</tbody>
</table>
The UNV Programme Officer reports through the Resident Representative to the UNV Executive Coordinator to whom he/she is ultimately responsible. While the UNDP Representative, UNDP Country Director or respective Deputy is the administrative and operational supervisor, the Portfolio Manager at UNV headquarters is the substantive and technical supervisor. In close collaboration with the UNV Regional team, the Programme Officer is responsible for the following key functions:

Part I - Key Functions

I. Advocacy and Partnership Building

- Lead UNVs’ field efforts as the senior country level out-posted representative of the organization in ensuring key results and delivery of the Strategic Framework
- Encourage national and local actors to establish a framework or volunteer infrastructure that supports volunteerism for peace and development, including the adoption of relevant policies and legislation;
- Establish, foster and maintain effective outreach and relationships, including the formalization of partnerships through MoUs and other exchanges of confidence such as inclusion in UNDAFs, with government, UN agencies, NGOs, the private sector and other relevant development agencies;
- Establish, foster and maintain effective outreach and relationships with local civil society organizations, prioritizing those focused on volunteerism, in order to contribute to community-led sustainable development in the country;
- Prepare, disseminate and present country-specific promotional information on the mandate and work of UNV with relevant development partners and the media;
- Strengthen and determine business intelligence related to partnerships and the promotion of volunteerism;
- Coordinate activities and plan events, in collaboration with other agencies, for annual, national and UN-recognized international celebrations, including the International Volunteer Day (IVD).
- Encourage and monitor serving UN Volunteers to embrace the ideals of volunteerism, act as advocates for volunteer action, and document their experiences in promoting volunteerism.

II. Programme Development and Management

- Liaise with government, bilateral donors, civil society organizations and other institutions to strengthen partnerships, develop relevant projects and mobilize sufficient resources to ensure a sustained country presence;
- Participate in UN thematic task forces, UN-led assessments, Programme Management Team (PMT) meetings, post-conflict needs assessments, UNDAF planning processes, technical missions and funding appeals to identifying opportunities for volunteerism;
- Contribute substantively to project and programme development aimed at integrating volunteerism, specifically UNV’s array of volunteer modalities and schemes;
- Lead (and/or supervise staff) and monitor project implementation, including field missions, to ensure achievement of results for which UNV is responsible and the accountable use of UNV resources;
- Maintain and act-upon up-dated knowledge on national government and UN-system development plans and policies, to ensure UNV’s **strategic engagement** in key development processes and activities.

**III. Volunteer Mobilization and Management**

- Liaise with all UN agencies in the country to ensure an **understanding** of UNV’s mandate and the **nature of UN Volunteer assignments**;
- Maintain business intelligence on UN agencies, identifying specific entry points to diversify partnerships with the **key result of increased volunteer assignments**;
- Act upon and follow-up on **requests with partner agencies**, and collaborate in the preparation of assignment descriptions;
- Assess and report on the **forecast demand** for UN Volunteers in the country;
- Ensure that incoming and outgoing UN Volunteers are adequately briefed and debriefed and extend **personal support and guidance to UN Volunteers** serving in the country;
- Work closely with the Field Security Officer and provide support to the UN Designated Official to ensure a detailed understanding among UN Volunteers on all **security-related issues**;
- Monitor the **well-being and performance of serving UN Volunteers** through routine field visits to their duty stations and discussions with their supervisors and counterparts;
- **Lead and manage** the day-to-day activities of **the UNV Field Unit**, including the supervision of the UN Volunteer Programme Assistant and/or any UN Volunteer or UNDP staff assigned to the Field Unit;
- Develop and manage an **annual work plan**, including management and reporting on UNV support funds.

**Part II - Competencies and Selection Criteria**

1) **Core competencies - Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)**

**Innovation**
*Ability to make new and useful ideas work*

**Leadership**
*Ability to persuade others to follow*

**People Management**
*Ability to improve performance and satisfaction*

**Communication**
*Ability to listen, adapt, persuade and transform*

**Delivery**
*Ability to get things done*

2) **Technical competencies (Level 3: Apply & Adapt (Recognized contributor with demonstrated ability))**

**Project Management**
Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals

Substantive positioning of UNV
Knowledge of global institutions (such as the UN, IFIs), processes (such as G20 and various UN initiatives), good grasp of UNV’s niche, and ability to engage and foster strong networks with those institutions

Partnerships
Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships

Results-based Management
Ability to manage programmes and projects with a strategy aimed at improved performance and demonstrable results

Sustainable Development
Knowledge of sustainable development concepts, principles and issues and the ability to apply to strategic and/or practical situations

And/Or

Peacebuilding and Reconciliation
Ability to support peace processes to facilitate recovery and development

Recruitment Qualifications

<table>
<thead>
<tr>
<th></th>
<th>Master’s degree in social sciences, political science, public or business administration, economics or related fields.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education:</td>
<td></td>
</tr>
<tr>
<td>Experience:</td>
<td>5 years of relevant professional experience and proven track record in managing and implementing development programmes or in the area of humanitarian relief or in crisis management. Work experience with the United Nations is an asset.</td>
</tr>
<tr>
<td>Language Requirements:</td>
<td>Fluency in English;</td>
</tr>
<tr>
<td></td>
<td>Working knowledge of another UN language is highly desirable.</td>
</tr>
</tbody>
</table>

ANNEXE V - Example of UN Engagement Plan

<table>
<thead>
<tr>
<th>UNITED NATIONS POPULATION FUND (UNFPA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN entity intelligence for demand mapping and increased mobilization</td>
</tr>
</tbody>
</table>

Strategic Plan
UNFPA has a Strategic Plan 2014-2017 (SP) and an Integrated Results Framework.
UNFPA’s goal is: the achievement of universal access to sexual and reproductive health, the realization of reproductive rights, and the reduction in maternal mortality. The work of the organization is centered on attaining this goal, particularly through an enhanced focus on family planning, maternal health, and HIV/AIDS. Reaching this goal would bring enormous benefits to people across the world by accelerating progress on the ICPD agenda, and would make a major contribution to the MDGs.

MDG 5a and 5b on maternal mortality and reproductive health are the central focus of the Fund’s work.

Main outcomes of the Strategic Plan/joint programming

The mobilization of UN Volunteers can be pursued in most areas of the UN entities’ work. The information below however is to be used for the purpose of joint programming with UNFPA.

Outcome 1: Increased availability and use of integrated sexual and reproductive health services (including family planning, maternal health and HIV) that are gender-responsive and meet human rights standards for quality of care and equity in access.

Synergy with UN Global Programme/cross cutting considerations: Basic Social Services

Outcome 2: Increased priority on adolescents, especially on very young adolescent girls, in national development policies and programs, particularly increased availability of comprehensive sexuality education and sexual and reproductive health.

Synergy with UN Global Programme/cross cutting considerations area: Youth

Outcome 3: Advanced gender equality, women’s and girls’ empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth.

Synergy with UN Global Programme/cross cutting considerations area: Gender equality, recognizing the role of women as a driving force for peace and development.

Outcome 4: Strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality.

Synergy with UN Global Programme/cross cutting considerations: no clear synergy.

UNFPA Country Programming Documents

An overview with links to repositories on UN entity websites with Country Programming Documents is available here.

The time span covered by such UN entity Country Programming Documents varies as well as the names given to these documents (e.g. CPD, UNDAF, UNPDF, Action Plan, Strategic Response Plan etc.). They normally contain Results Frameworks which can be used to identify synergies with UNV Global Programmes and entry points for joint programming or areas for mobilization.

The UNFPA CPDs for all countries can be found here.

The UNV priority countries are: Afghanistan, Bosnia-Herzegovina, Brazil, Burundi, Cameroon, Central African Republic, Chad, China, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Haiti, India, Indonesia, Iraq, Jordan, Kenya, Kosovo, Kyrgyzstan, Lebanon, Mali, Myanmar, Niger, Palestinian Territory Occupied, Rwanda, South Africa, South Sudan, Sudan, Tanzania, Thailand, Trinidad / Tobago, Turkey, Uganda, Ukraine, Zambia.

Human Resources

The Action Plan to the UNFPA HR Strategy 2014–2017 mentions UNV.

Outcome 1.4: UNFPA improves its ability to attract, recruit and on-board new staff when required.

Activity: Develop and implement a comprehensive sourcing strategy, utilizing social media, effectively incorporating multiple channels for outreach and develop strategic partnerships, including UNV (increase number of UNV’s within UNFPA targeting 500 by 2017).

UNFPA was going to debrief UNV on relevant outcomes of the UNFPA Senior Management Meeting in Tunis (last week of February 2015) and on how we can best work with UNV going forwards as after that meeting DHR would have a clear idea of the priorities for 2015 and would then also work on a detailed work plan. In May the UNFPA HQ focal point informed that the planning meeting focusing on UNV had not yet taken place, and that UNFPA implementing austerity measures, a hiring freeze for the foreseeable future and therefore very limited if any opportunity to expand on our UNV numbers at this time. Perhaps UNV should focus on the countries classified as red (see below classification) and that are also UNV priority countries.

UNFPA Classification of Countries/Territories. In March 2015 UNFPA HR shared with UNV a list with COs split up over red (40), orange (21), yellow (16), and pink (44) quadrants. The countries in the red quadrant are countries that have the highest needs and low ability to finance their own interventions. UNFPA should be prepared to offer a full package of interventions, from advocacy and policy dialogue/advice through knowledge management and capacity development to service delivery.

They are: (Afghanistan, Bangladesh, Benin, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Comoros, Cote d'Ivoire, Democratic Republic of the Congo, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, Sudan, Togo, Uganda, Tanzania, Zambia, Zimbabwe. Bangladesh is the largest country programme that UNFPA has globally.

Memorandum of Understanding

On 28 February 2014, the Executive Coordinator of UNV and Ms. Kate Gilmore, Deputy Executive Director (Programme), UNFPA signed a global Memorandum of Understanding (this is a portal link), outlining the operational framework of the collaboration.

UN Volunteer Baseline Report 2014

As per the UN Volunteer Baseline report 2014 targeting UN Volunteers who served at some point between 1 November 2013 and 31 October 2014, 56% (that is 3,542 out of the 6,305 UN Volunteers targeted) of the UN Volunteers responded to the survey. The below analysis of the report as it relates to UNFPA was also included in the annual letter on statistics 2014 (link) that was sent to the Head of UNFPA in Feb. 2015.
Analysis results: of the UN Volunteers who worked with UNFPA and who responded to the survey (98) the contribution to the main outcomes of the UNFPA’s Strategic Plan was as follows:
Outcome 1: 73%; Outcome 2: 11%; Outcome 3: 10%; Outcome 4: 6 %

UNFPA Volunteer satisfaction (agree or strongly agree, in percentages):
- During my assignment I feel safe and secure: 91
- During my assignment I feel supported by my host organization: 83
- I am satisfied with the induction I received when I started my assignment: 63
- I am satisfied with the recruitment process of UN Volunteers: 88
- My assignment provides me with an opportunity to apply my knowledge and skills: 88
- My assignment provides me with an opportunity to further develop my knowledge and skills: 86
- My host organization recognizes the contribution I make: 84
- Overall, my experience as a UN Volunteer and the learning opportunities provided are valuable for my personal and professional development: 90

Mobilization of UN Volunteers (from UNV statistics)

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<tr>
<td>INTL</td>
<td>52</td>
<td>60</td>
<td>74</td>
<td>73</td>
<td>52</td>
<td>50</td>
<td>75</td>
<td>91</td>
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<td>NTL</td>
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<td>31</td>
<td>36</td>
<td>33</td>
<td>49</td>
<td>51</td>
</tr>
<tr>
<td>Total UN Volunteers</td>
<td>71</td>
<td>81</td>
<td>98</td>
<td>98</td>
<td>78</td>
<td>81</td>
<td>111</td>
<td>124</td>
<td>142</td>
<td>155</td>
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<tr>
<td>Number of FF out of the total no. of UN Volunteers</td>
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<td>16</td>
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</table>

Since 2006 the number of UN Volunteers with UNFPA has almost doubled. The ratio national versus international UN Volunteers is almost 50%. Numbers of both national and international UN volunteers has doubled and increased evenly. From the 155 UN Volunteers who served in 2014, x were UN Youth Volunteers, x were UN Volunteer Specialists, X, fully funded UN Volunteers, and x others.

Fully funded UN Volunteers: In 2014, the total number of fully funded UN Volunteers was 452.

UN Youth Volunteers (select the information for UNFPA):
Between Jan.-May 2015 UNFPA hosted 9 Fully Funded UNYVs in 6 countries (Madagascar, Myanmar, BiH, East Timor, Ecuador and Fiji). These UNYVs worked as Health Assistant, Adolescent Rep Health Advisor, Sex & Rep Health Advocacy Expert / Sex & Rep Health QualCare Expert, Programme Assistant, Gender Officer, Communications Officer, Gender Advisor / Programme Support Assistant. In addition UNFPA hosted and funded 11 UNYVs in 4 countries (8 in Bangladesh, 1 in Indonesia, 1 in Madagascar and 1 in Sri Lanka). These UNYVs worked as Community Develop Assistant, Rep Health Train & Mgmt Expert, Health Officer, and Youth Counselor.

Online Volunteers

In 2014, 11,044 UN Online Volunteers from 170 countries completed 16,556 online volunteering assignments through the Online Volunteering service (www.onlinevolunteering.org).

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td>Online Volunteers</td>
<td>6</td>
<td>3</td>
<td>0</td>
<td>18</td>
<td>47</td>
<td>0</td>
<td>4</td>
<td>21</td>
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</tbody>
</table>

Add analysis explaining some of the fluctuations and if linked to special programs.

Top 10 job titles of UN Volunteers working with UNFPA in 2014

- Midwife (38), Reproductive Health Officer (12), Communications Officer (10), Medical Doctor (8), Monitoring And Eval Assistant (8), Rep Health Qual of Care Expert (5), Project Coord Officer (5), Project Coord Assistant (5), Programme Assistant (5), Gender Officer (4).

Top 10 countries of assignment of UN Volunteers working with UNFPA in 2014

- South Sudan (39), Sudan (9), Burkina Faso (8), Cameroon (8), Rwanda (7), Madagascar (7), Chad (5), Philippines (5), Kazakhstan (5), Niger (4). In 2014, UN Volunteers worked with UNFPA in 47 countries.

UNFPA programme expenditure on UN Volunteers

UNFPA is UNV’s 5th largest partner in terms of UNFPA programme expenditure on UN Volunteers with 3,944 (thousands of US$) for 2014. This amount represents 3% of the total programme expenditure on UN Volunteers by all UN entities. For 2013 this amount was 3,158 which represented 2% of the total programme expenditure on UN Volunteers by all UN entities. Between 2013 and 2014 UNFPA’s programme expenditures on UN Volunteers increased with 786 (thousands of US$).

Demand mapping/UNV country scan

In 2014 UNV undertook a Country Scan exercise consisting of a systematic and thorough review of the Country Strategic Notes prepared for each Field Unit as well as some other promising countries to inform the corporate priorities and respective work planning process. As a building block for corporate planning, the country scan aims to foster continuous corporate- level discussions on the programmatic and mobilization potential, opportunities, risks and challenges. Eventually, this instrument shall be used for structured and strategic dialogue between the Field Units and various Sections at the HQs to ensure a joint orientation towards delivering the 2014-2017 SF/IRRM results.
The scan indicates that in 2015 UNV will reach a total of 278 UN Volunteers with UNFPA, 135 of them national and 143 of them international UN Volunteers. This would represent an increase of 123 when compare to 2014 numbers. The largest growth so far was between 2010 and 2011 when numbers grew from 81 to 111 (30). Below the projections by UNV Portfolio Teams (PT) for growth in numbers for 2015 are:

PT1 (Human Rights/Protection, Disarmament, Demobilization & Reintegration/DDR) (8), PT2 (Conflict prevention) (40), PT3 (Capacity Development) (40), PT4 (Civil Affairs and Communications) (8), PT IX (East Asia and Pacific) (5), East Asia and Pacific (18), South-East Asia (13), Central/Eastern Europe & CIS (5), West & Central Africa (28), West Africa and Island States (58), Southern Africa (17), East-Africa (29), Latin America and Caribbean (10). For full information consult sheet 5 of the country scans 2014 document on the portal here.

Advancements were foreseen in partnering with UNFPA in Ebola-effected countries but some of these may fail to fully materialize such as the mid-wives initiative. However a close partnership has started in the Western Sahara in response to the impact of the Ebola crisis on maternal mortality.

**UNDAF mapping**

The below is information from the country scans and UNDOC0 used to come up with sets of countries to engage, depending on the year of their UNDAF (and including the number of UN entities engaged in the UNDAFs in each of the countries).

1. **Countries where the UNCTs in 2015 are in the 1st year of the UNDAF cycle** present potential for concrete project development partnerships. They are: Afghanistan (17), Ecuador (23), Guatemala (18), Mali, Paraguay (13), Sierra Leone (18), Venezuela (8), Bosnia & Herzegovina (13), Tunisia, Iraq (13), Libya.

2. **Countries where the UNCT in 2015 are in the 3rd year of the UNDAF cycle** (usually the year of the mid-term review of the UNDAF) offer an opportunity to UNV to get involved in the analysis of lessons learnt and making of recommendations for programming to feed into the next UNDAF. They are: Bolivia (20), Cameroon (4), Costa Rica (12), Djibouti (8), Egypt (23), Equatorial Guinea, Fiji, Jordan (19), Lesotho, Liberia, Moldova (13), Pakistan (20), Sri Lanka. This is focusing on the standard UNDAFs as when we consider those with a shorter cycle it is more difficult to systematize and should rather be done on a country by country basis.

3. **Countries where the UNCTs in 2015 are in the 4th year of the UNDAF cycle** are normally the ones starting development of the next UNDAF. In these countries UNV has the timeliest opportunity to get involved in the development of the UNDAF to make sure that volunteers and volunteerism are integrated at that broad strategic level, leading to further concrete programming. They are: Bangladesh, Burundi (15), Central African Republic, Dominican Republic (16), Gabon, Ghana (18), Guyana (9), Honduras (14), Iran, Mauritania, Mongolia, Peru (14), Suriname (9) Trinidad and Tobago (13), Barbados and the OECS (Antigua and Barbuda, Anguilla, British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts & Nevis, Saint Vincent and the Saint Lucia) (13), Jamaica – multi country (Turks and Caicos Islands) (11), Albania (20), Kyrgyzstan (14), Ukraine (18), Morocco.

4. **Countries where the UNCTs in 2015 are in the 5th year of the UNDAF cycle** as in that year the country programmes of UN entities are being formulated under the standard five-year cycle. They are: Botswana, Brazil (22), Cambodia, Chad, El Salvador (16), Lao PDR, Mozambique, Myanmar, Panama (19), Swaziland, Uganda, Uruguay (18), Zimbabwe, Armenia (11), Azerbaijan (16), Belarus (20), Georgia (11), Kazakhstan (18), Macedonia (11), Montenegro, Serbia (15), Tajikistan (21), Turkey (8), Turkmenistan (8), Uzbekistan (12), Yemen, Cote D’Ivoire (16). These are countries in which the UNDAFs end in 2015, irrespective of whether the cycle is one of 2, 3, 4 or 5 years as not all UNDAF cycles are 5 years. For more details on this you may wish to consult the table on the portal which is updated regularly.

**Programmatic collaboration in UNV’s five priority areas**

Below is a list of concept notes for the five UNV Global Programmes, endorsed (either fully, partially, or requiring further development) by the UNV Programme Board in its meeting on 1 April 2015 following the first call for proposals in December 2014 (out of five calls that will be made in total up to early 2017), and in which UNFPA is listed one of the partners.

- **Lesotho:** Support to Youth Action and Volunteerism in Lesotho (GPs BSS, Volunteer Infrastructure, Youth, Partial approval)
- **Peru:** Youth volunteering for increasing youth engagement in political affairs and social problems (GP Youth, Partial approval)

The final minutes from the UNV PB meeting on 1 April, which includes the endorsement status (either fully, partially, or requiring further development) of projects, and links to the actual concept notes and other details, can be found here. A short list in table format of endorsed projects (either fully, partially, or requiring further development) with details, can be found here.

The four global project documents for the UNV GPs were PAC-ed and approved on 1 April: on Basic Social Services, Community Resilience, Peacebuilding and Youth.

**Main engagement priorities (for increased mobilization, including through programmatic collaboration)**

Regional and/or country level: Identify opportunities to engage in UNDAF and UN entity country programme implementation processes (using the information provided above under UNDAF mapping). The Regional Managers will, in turn, use the information in discussions with the Portfolio Managers and the Programme Officers on exploring opportunities to engage in UNDAF and UN country programme programming processes. The UNV’s engagement in UN country programming presents important entry points for the development of concept notes to increase their potential for partner funding and volunteer mobilization.

Given that UNFPA is targeting to have 500 UN Volunteers by 2017 as per their HR Action Plan (see above), proactive outreach needs to be stepped up. Promote increased use of Online Volunteering service by UNFPA.
The UNV POs could be reaching out in particular to the countries that are listed in red quadrant of the list provided by UNFPA (see above under human resources).

As Bangladesh is the largest country programme that UNFPA has globally, for PM and PO to explore opportunities for collaboration.

PM/HQ: Follow up with POs of countries with perceived potential for increased mobilization of UN Volunteers with UNFPA to ensure proactive outreach and regular reporting on developments in the discussions with UNFPA. These are mainly the following portfolios in DPS: West Africa and Island States, West and Central Africa, South Africa, East Africa and Latin America.

HQ level/Partnerships UN entities:
Request debrief from UNFPA on relevant outcomes of the Global Senior Management Meeting in Tunis and on how we can best work with UNFPA going forwards to reach their HR goals for 2015, and onwards. Ask DHR UNFPA after the Tunis meeting about their priorities for 2015 and their detailed work plan. Mid April Michael Emery and Michael Dahl will have a planning session on follow up Rosemary’s meetings in NY with UNFPA. Now that the global MOU has been signed, develop Standard Operating Procedures for UNFPA hiring managers in the field.
For OV service to discuss with Bruce Campbell collaboration on the “Data for Development” initiative (Bruce is the Director heading up this initiative) and make link with Online Volunteering service.

### Publications/operational documents/tools/correspondence

An overview of information materials available on: a) the UNV public website (for external use with UN partners); and b) on the portal (for internal use) and that are to be used in partnership development with UN entities can be found [here](http://www.unv.org).
All official correspondence with UNFPA can be found [here](http://www.unfpa.org) (search under UNFPA).

The 4-pager UNV publication of March 2013: “UNV: Partnering with UNFPA” can be found [here](http://www.unv.org).
For more detailed information please consult the UNFPA [profile here](http://www.unfpa.org). This document also serves the purpose of maintaining institutional memory. It also contains information on HQ to HQ meetings, main contacts for UNV in UNFPA, examples of engagement of UN Volunteers with UNFPA in UNV focus areas (from EB Report 2014 and programme documents on the UNV Global Programmes).

Mission reports can be found on the portal (go to Partnerships Section, reports, Deborah Verzuu, search for UNFPA).
Partner briefs on UNFPA (prepared for missions/meetings) can be found on the portal (go to Partnerships Section, mission planning, search for UNFPA).

UNFPA statistics 2014 ([link](http://www.unfpa.org))

Contact database for contacts UNV HQs colleagues have with UN entities (Heads, Pers. Ass. to the heads, focal point, programme, HR etc.)

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**ANNEXE VI - Draft Strategic Communication Approach to Volunteer Mobilization and Management Strategy**

### Strategic Communications Approach

UNV is a forward thinking, professional organization with a focus on outcomes and results, able to provide well-trained, skilled volunteers with a range of skills and expertise. Currently, UNV faces challenges in decreasing or stagnating numbers of UN Volunteers, which is impacting on the organization’s growth and long-term stability.

The **overarching purpose** of this **strategic communications approach** is to outline the methodology that will be followed to communicate key messages and themes about UNV to its stakeholders, with a particular focus on the mobilization and management of UN Volunteers. It is meant to guide communications efforts throughout the organization, hence defines objectives and desired outcomes,
as well as how they will be achieved. Furthermore, a **UNV Communications Suite**, featuring targeted and specific tools, channels and products, is integrated in the implementation plan of the UN Volunteer Mobilization and Management Strategy.

The **audience** is our client base, which includes:

1. UN entities: partners we already work with in mobilizing UN Volunteers that we want to stabilize and increase volunteers with, and potential partners we wish to build bridges to.
2. Programme governments: targeted communications so they have UNV at the top of their mind when partnering with UN entities, hence triangular advocacy.
3. Donor governments: to increase full funding of UN Volunteers by communicating that and demonstrating clearly that investing aid resources in volunteerism bring the dual advantages of contributing to development impact and building national capacity. This also implies a need to enhance donor reporting and communications.
4. Development partners, including the private sector: to open avenues for corporate volunteering.
5. Academia, civil society, change makers: to further strengthen UNV advocacy, including policy guidance, convening, advocacy partnerships, and promotion of volunteerism, as we can only be relevant to UN partners if UNV is a known and respected authority on volunteerism, and provider of quality UN Volunteers.

UNV communications are directed at supporting the objectives of the UNV Strategic Framework, including the UN Volunteer Mobilization and Management Strategy. UNV **communications principles** include understanding, clarity and pride. Our communications are underpinned by confidence in our tone, consistency in our messaging and evidence in our reporting. These values are essential to delivering on our communications objectives and contributing to mobilization.

Specifically, UNV faces the following immediate and crucial **positioning, advocacy and communications challenges**:

1. Unequivocal recognition of UNV as the lead volunteer agency (i.e. challenges with UNOPS and UNESCO mobilizing volunteers or other similar cost-efficient skilled personnel)
2. Insufficient awareness and inconsistent use of communication materials marketing UN Volunteers and our different volunteer modalities.
3. Disparate communications efforts, with lacking consultation/coherence among materials produced in different sections of the organization
4. Lack of ownership of communications and reporting, with insufficient results, experiences, testimonials and photography being proactively highlighted to Communications Section for featuring.

In its **communications approach**, UNV needs to become agile in responding to the above challenges, as well as current trends, with strong, well-branded and targeted communications that highlight the added value of UNV and the lasting impact of the results UN Volunteers deliver. To achieve this UNV should:

- Liaise with VRRS and the UN client groups in creating communications products that support attracting high quality volunteer candidates,
- Collaborate with the learning pillar of VKIS to strengthen internal understanding and capacity to solicit information from UN Volunteers for better communications products.
- Working with RMSS and VPMG, streamline and improve evidence gathering, reporting from the field and knowledge to ensure more strategic and efficient communication that relies on evidence rather than anecdotal evidence, although there is space and need for both.
- In collaboration with VPMG and PCS, gather evidence and testimonials from relevant hosting partners in order to systematically map trends, inform programming and modalities, and reporting on successful collaboration and lessons learned.

**Informing and listening to our partners and stakeholders** is fundamental to our success.
Effective communication across UNV and beyond is vital in demonstrating the difference UN Volunteers make, thereby raising the profile of UNV as an organization. We need to become more proactive, thinking with partners, not just delivering volunteers, and being more concerned about volunteer effectiveness and complementarity to their development activities and aspired results. Responding to this evidence would enable us to build credibility and trust, fostering a perception of UNV as a responsive, accessible, flexible organization that rapidly responds to partners’ needs and priorities in mutually beneficial ways. Professional packaging, dissemination and utilization of such evidence of the value of volunteers has the potential to increase interest in and commitment to mobilization.

The need for consistent communication with partners is indisputable. It is essential to supporting the mobilization and management of UN Volunteers. In close liaison with partnerships colleagues and the Partnerships Development Specialist (UN entities), we should use tailor-made donor intelligence and mobilization projections to identify communications opportunities and innovations that could further mobilization targets.

UN client group heads have been assigned lead relationship managers of UNV main current mobilization partnerships and a select number of potential future partners. These staff members should serve, or should designate a deputy to serve, as a dedicated, communications reference group. This group would serve as a go-to sounding board for all parts of the organization actively engaged in this concerted communications effort. Establishing such a regular cross-sectional forum and two-way feedback mechanism would ensure effective flow of information, present learnings for replication with other partners and provide fertile ground for brainstorming. The members of the group, as lead communications counterpart would be tasked to ensure better and timelier sharing of information about results, photo opportunities, missions, as well as volunteer/partner/community feedback for use in communications tools and channels.

UNV’s relationship with UNDP can be extremely beneficial if strategically managed. Operating through UNDP, with its unique coordination role in the development system is a distinct advantage for UNV. UNDP also has much-valued UNDG coordination roles at country, regional, and HQ levels. This is where UNV must inject its own substantive programmatic value and market its UN Volunteers – through programmatic and communication interventions. Considering UNDP’s tagline, “Empowered Lives. Resilient Nations”, UNV needs to demonstrate its complementarity to the mother ship. We empower people through grassroots participation, while they focus on the policy level. We should produce targeted and specific communications products for UN Resident Representatives, Resident Coordinators and other field level UNDP staff, placing a particular emphasis on celebrating our individuality and fusion.

The “product” UNV offers – volunteers – is “marketable”, and we have traditionally enjoyed positive rapport with our partners, donors and stakeholders. In order to increase the mobilization and enhance the management of UN Volunteers, it is essential that UNV engage with sister agencies, Member States and other partners to promote, protect and maintain key partnerships with lead hosting UN entities.

UNV staff and personnel should internalize the importance of communications and have their radars on. UNV should seize the right marketing opportunities at the right time with the right approach and communications product. Effective communication for UNV means building visibility today for tomorrow’s mobilization opportunities within a principled, integrated and coordinated framework, based on sound operational standards. An event like the Olympics in Latin America, for example, offer potential for marketing, mobilization and partnership celebration – just visualize volunteers bearing UNV messaging or branding on their t-shirts or other items. Joint branding of typical promotional items (practical yet visible items like UNICEF caps, UNHCR vests) would strengthen identity of UN Volunteers and visibility of UNV. To achieve this, UNV would need to dedicate resources and pilot with a select few partners who are brand-savvy in promotional items.
The Communications Section enhances communication about the value of volunteerism and the contributions of UNV and UN Volunteers to the peace and development impact of the United Nations. However, all UNV personnel, in the field and Headquarters, and UN Volunteers, play a role in communicating consistently about UNV to enhance mobilization. We all need to be clear about how we are communicating, who we are talking to, the messages we need to get across and the channels/tools we can best use to communicate. This will be done, to some extent, by the roll-out of the repositioned brand of UNV in 2016, which emphasizes UNV’s added value to partners. Further activities around this awareness will be mandatory brand training for all personnel, along with the Communications team from HQ being present for important regional workshops to talk about brand, marketing and the importance of communications in their partnership building.

The new brand boilerplate and added value statements for UNV are:

The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. We work with partners to integrate qualified, highly motivated and well supported UN Volunteers into development programming and promote the value and global recognition of volunteerism.

UNV mobilizes people. UNV mobilizes a much needed resource of qualified people, from the seasoned and committed to the optimistic and young, who are ready to make their energy and skills available for UN partners to draw upon in the pursuit of peace and development.

UNV enables participation. UNV enables the UN system to broaden participation of people striving for a better future.

UNV promotes volunteerism. UNV promotes volunteerism for peace and development through its strong partnerships and capacity to engage volunteers.

UN Volunteers make important contributions. UN Volunteers make important contributions to the UN in the pursuit of sustainable development, with a particular focus on people in transition or crisis.

UN Volunteers add unique value. UN Volunteers constitute a resource in ensuring impact and sustainability in UN peace and development interventions. UN Volunteers embody the fundamental values of commitment, inclusiveness, engagement and solidarity.

UN Volunteers bring communities together. UN Volunteers work with people and organizations in local communities to link UN initiatives with local needs for sustainable solutions.

Volunteers are catalysts of change. Volunteers make a difference to the communities where they are assigned by being helping hands as well as being active models of change. Volunteers transform societies and are themselves transformed through volunteering.

Volunteerism enables people to participate. Volunteerism is an opportunity for everybody, including marginalized groups, women and youth, to have their voice heard and their actions recognized. Volunteerism strengthens social cohesion and trust by promoting individual and collective action, leading to sustainable development for people by people.

We are inspiration in action.

This is the crux of our UNV messaging. We need clear and succinct messaging on our specific mandate and diverse modalities, and the relevance of our UN Volunteers. Due to the nature of our work we are fortunate in having an inspiring wealth of human interest stories to tell. This provides anecdotal evidence. However, we also need to focus on evidence-based reporting that attests to the results and impact delivered by UN Volunteers. Accordingly, CS should work closely with VKIS on the research
agenda and to establish sound methodology to pursue such reporting. In both anecdotal evidence and results-based reporting, we must place emphasis on our partnership with the relevant UN entity, and how our UN Volunteers are supporting the entity in achieving its development goals.

Through the **brand repositioning roll-out** there will be an alignment and deep engagement across the organization to a clear and valuable brand purpose. This is anticipated to increase the awareness and recognition of the role volunteerism plays in global peace and development, improve relationships and reach with all current agencies, partners, staff and volunteers and enhance opportunities to partner with the private sector and wider UN audiences. Accordingly, all tools, materials and interactions with UN partners need to be on message and consistent with our brand. This comprises the UNV Communications Suite, which needs to be developed as part of a coherent and timely implementation plan.

**ANNEXE VII - SDG Toolkit for Field Units**

*Technical documents (internal documents)*

- Standard DOAs, to be adapted to national contexts:
  - a. for International UN Volunteers;
  - b. for International Youth UN Volunteers

- **Mainstreaming the 2030 Agenda for Sustainable Development**, an Interim Reference Guide to UNCTs developed by the UNDG Sustainable Development Working Group. *Version 7 October 2015*

- [UN Development Group website](#)

*Knowledge and policy documents (public documents)*

- UNV Position Statement on the post-2015 Development Agenda ([En](#); [Es](#); [Fr](#))

- **UNV Issue Briefs**: A series of four papers summarizing current knowledge on the contribution of volunteerism to peace and development and highlighting its cross-cutting role in the areas of:
  - Environmental Sustainability and Volunteerism
  - Peace building and Volunteerism
  - Social Inclusion and Volunteerism
  - Basic service and Volunteerism
Mentions of Volunteerism and civic engagement supporting positioning of volunteerism in the Post 2015 Discussion: a living catalogue of mentions of volunteerism in key documents from the UN, Member States and other sources. *Last updated: 21 October 2015*

**UN DESA Sustainable Development Knowledge Platform**

**Communications materials (public documents)**

- UNV.org feature on SDG and volunteerism ([En](#)) ([Fr](#)) ([Es](#))
- UNV.org post-2015 page ([En](#)) ([Es](#)) ([Fr](#))
- Presentation: ‘Volunteerism and the post-2015 agenda – The role of UNV and volunteer groups in recognizing and integrating volunteerism in the new development framework’ ([PDF](#)) ([PPT](#))
  Can be adapted to national contexts
- Online articles by Richard Dictus, UNV Executive Coordinator, on volunteerism and the SDGs:
  - *Why volunteers can help lead the changes required to achieve the SDGs* ([Huffington Post](#), August 2015)
  - *How will volunteers help meet sustainable development goals?* ([Devex](#), January 2015)
- SDGs logos and icons in [AR](#) ; [CH](#) ; [EN](#) ; [FR](#) ; [RU](#) ; [SP](#)
- UN DPI site on the SDGs: in [English](#) - in [Arabic](#) - en [français](#) – in [Spanish](#)

**Key links**

- VolunteerActionCounts, post-2015 site
- UNSSC Post 2015 [Learning HUB](#)
- UNDP Sustainable Development Goals pages ([En](#)) ([Fr](#)) ([Es](#))
- UN DPI site on post-2015 summit
- MY World 2030 ([Beta version](#))
- The [WorldWeWant](#)