

UNV STRATEGIC FRAMEWORK

2014 - 2017



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1. // INTRODUCTION

1. The United Nations Volunteers (UNV) programme was established by the United Nations General Assembly (GA) in December 1970 through resolution 2659 (XXV). It began operations in January 1971, administered by the United Nations Development Programme (UNDP). UNV was created as the GA acknowledged that, *“voluntary service in development assistance activities... can make a substantial contribution to their success by the provision of an additional source of trained manpower.”* UNV was to work, *“within the United Nations System in collaboration with the United Nations agencies concerned and in co-operation with organizations dealing with national and international volunteer service and, where appropriate, with relevant youth organizations.”*



► Secretary General, Ban Ki-Moon, greeting staff of UNV during a recent visit to the UN campus at headquarters in Bonn, Germany. (UNV, 2014)



2. Once primarily a provider of volunteers to the United Nations (UN) system in support of programme countries, UNV has evolved greatly over the past 42 years in terms of the size and spread of its mandate, results and activities¹, driven by the changing external environment for peace, development and the eradication of poverty, by the wider acknowledgment of the role of volunteerism globally and by intergovernmental legislation². Executive Board decision 2006/18 confirmed UNV's business model, leading to UNV being operational in three domains:

- ▶ **(i) mobilizing volunteers to enable more people to be directly involved in humanitarian, peace building and post-conflict recovery, as well as sustainable development and poverty eradication work of the UN;**
- ▶ **(ii) advocating for volunteerism and civic engagement in peace and development;** and
- ▶ **(iii) pursuing the integration of volunteerism across policy, legislation and programming as well as delivering on internationally agreed development goals.**

3. At the heart of UNV's work is 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. The contribution of volunteerism to development is particularly striking in the context of sustainable livelihoods and value based notions of well-being, because volunteering enables people to become responsible actors in their own development. Volunteerism is one of the most basic expressions of solidarity and societal cohesion, often arising out of long-established traditions of sharing and reciprocal exchanges.

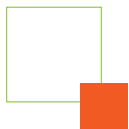
When the values of volunteerism are structurally integrated into global efforts to eradicate poverty and sustain peace and development, volunteerism becomes a powerful means of engaging people in these challenges. Volunteerism helps transform the pace and nature of development.

4. The UN, in GA resolution 56/38, defines volunteerism as an activity undertaken out of free will, for the general public good where monetary reward is not the principal motivating factor.

UNV recognizes the shared universal values underpinning volunteerism - **free will, commitment, equity, engagement, solidarity, compassion, empathy and respect for others** - and that these values are deeply ingrained in communities. It is a universal phenomenon that transcends boundaries, religions and culture divides; it goes by different names and finds different applications in different contexts.

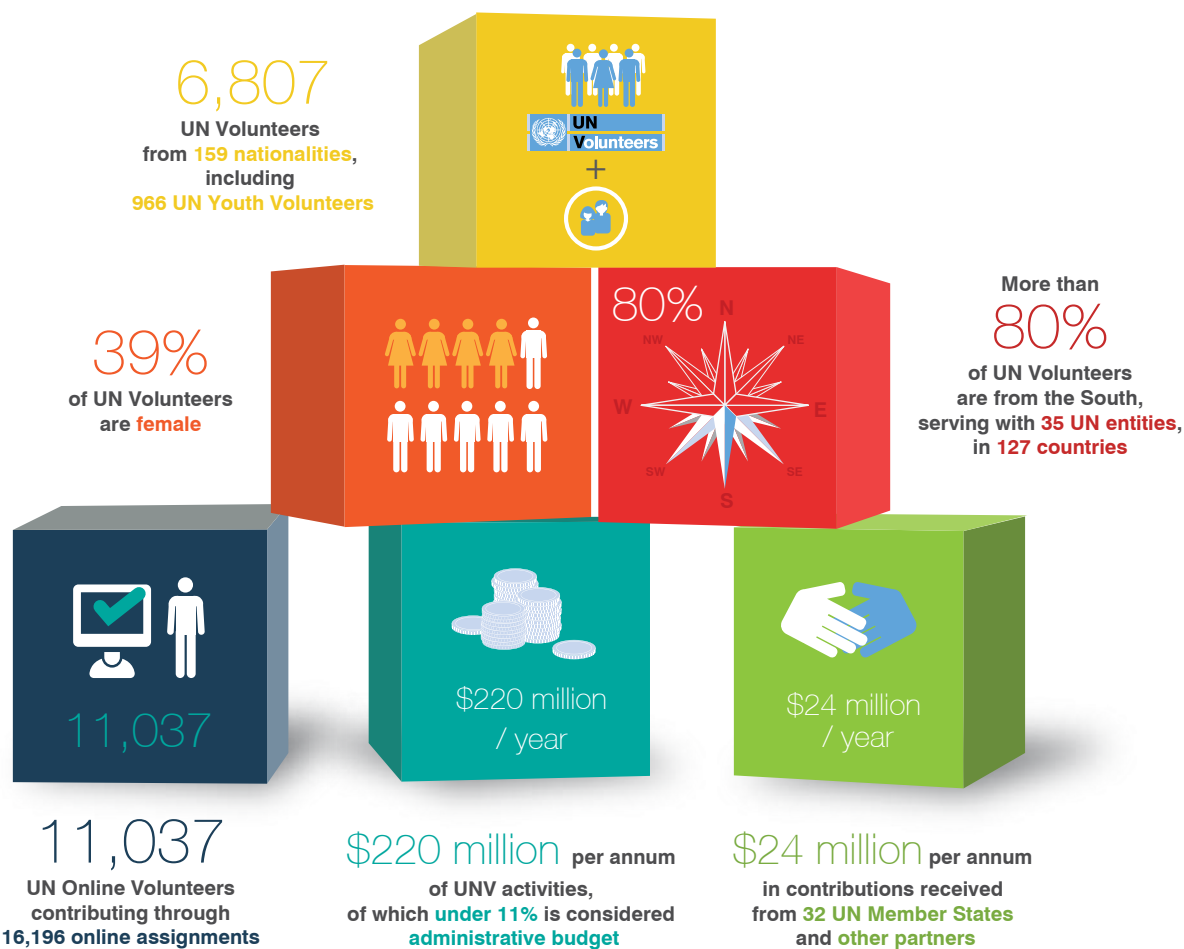
¹ See UNDP / United Nations Population Fund (UNFPA)/ United Nations Office for Project Services (UNOPS) Executive Board Report DP/2013/35, Report of the Administrator on the evolution of the role and function of UNV since its inception.

² Key to UNV's evolving mandate is the support to volunteering, as stated in the GA resolution 56/38 of 5 December 2001. The GA recognized UNV's contribution to supporting volunteering by promoting volunteerism, including direct placement of volunteers. This resolution broadened UNV's mandate from an exclusive focus on individual volunteer service for development and peace to one which covered all forms of volunteerism.



UNV FACTS AND FIGURES

-- As of 2012 --

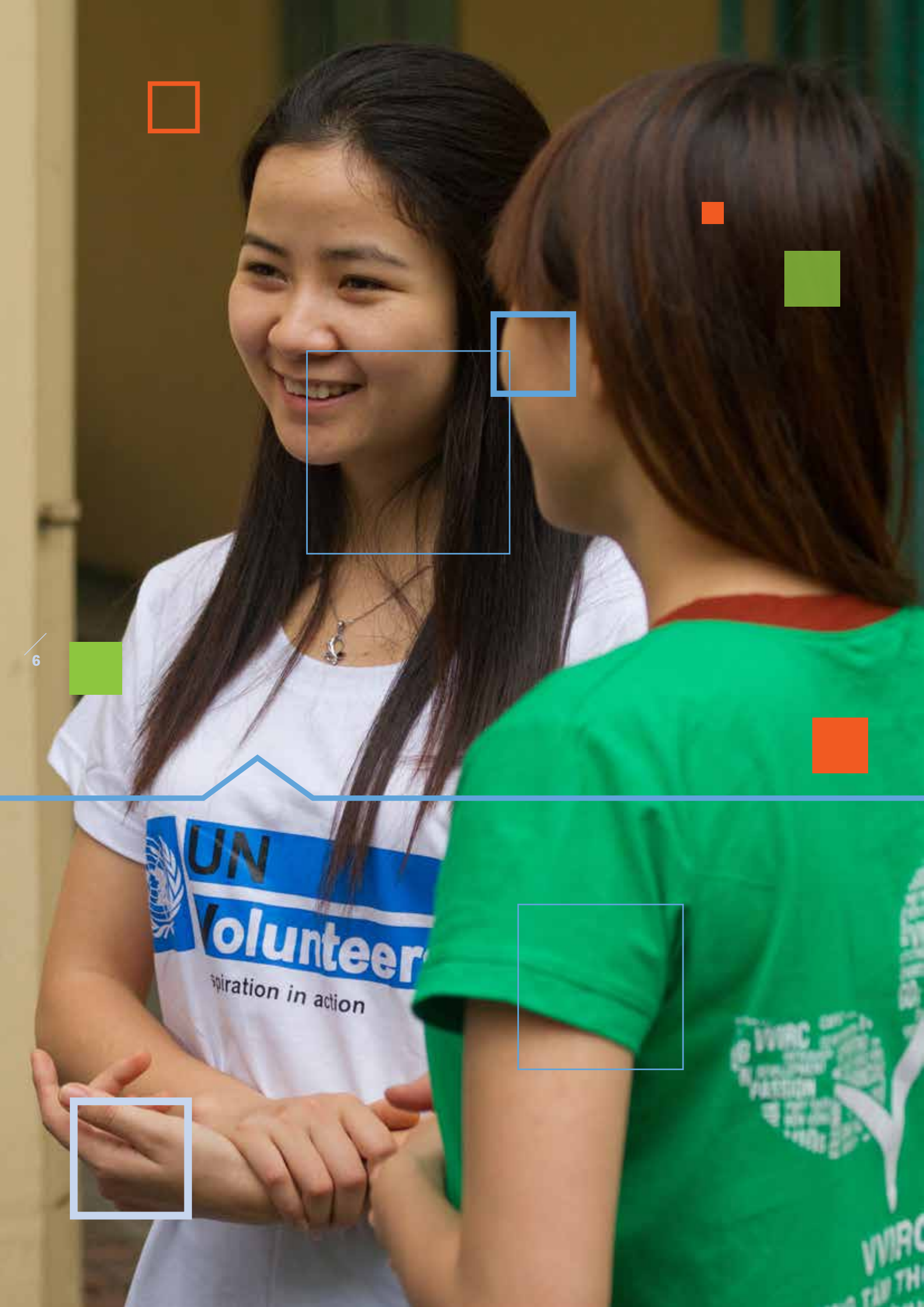


5. UNV is the only UN entity with capacity to mobilize large numbers of people, with appropriately assessed skills and expertise, as volunteers for field-based United Nations programmes and projects, enhanced by South-South and triangular cooperation.

In 2012, UNV recruited 6,807 UN Volunteers from 159 nationalities and over 11,000 UN Online Volunteers, while leveraging many more thousands of community volunteers, who were able to contribute directly to local, national and global efforts to eradicate poverty and sustain peace and development. Of these UN Volunteers, **over 80% are from countries of the global South** of which **60% are engaged in South-South cooperation**. In addition, as of 2012, UNV had close to **15% young people** serving as UN Volunteers.

6. To contribute to lasting impact, UNV partners with UN entities, governments, civil society, Volunteer Involving Organizations (VIOs) and the private sector to leverage volunteerism as an essential mechanism that meaningfully engages people in social, environmental and economic transformation.





2. // GLOBAL CONTEXT

7. There have been many positive results achieved with the global efforts to meet the Millennium Development Goals (MDGs). As the 2013 Human Development Report notes, “[during] the past decades countries across the world have been converging towards higher levels of human development ... all groups and regions have seen notable improvements in all human development index (HDI) components, with faster progress in low and medium HDI countries. Nevertheless, national averages hide large variations in human experience. Wide disparities remain within countries of both the North and the South, and income inequality within and between many countries has been rising.” Inclusive growth is essential for the achievement of the MDGs, and beyond, calling for improved involvement of people in development processes.

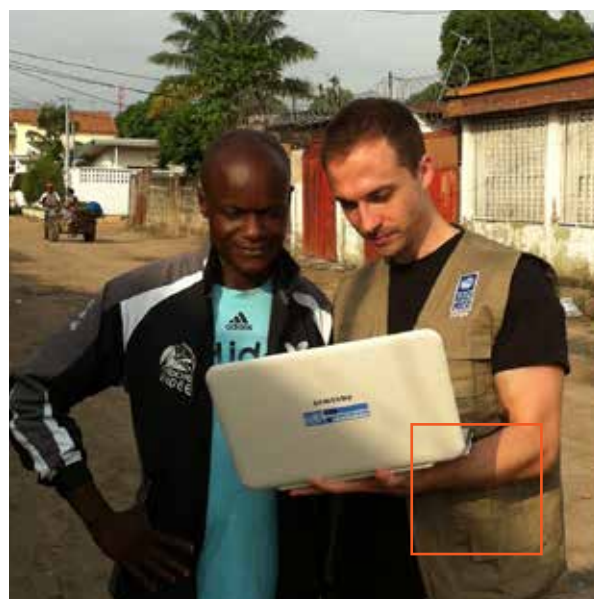
8. The past decades have contributed to raising awareness that development can only come from common efforts of all parts of society and individual citizens. Moreover, the consultations on the Post-2015 development agenda have demonstrated a revitalized desire for increased voice and participation of people in development efforts. People want and need to be seen as both agents and beneficiaries in achieving sustainable development and poverty eradication. Volunteerism, as a way for people to engage, is one path to inclusive dialogue on the formulation and implementation of any new global development framework. Volunteerism can play an especially important role in reducing the social exclusion that is often the result of poverty, gender, disability, ethnicity and other causes of inequality. At the same time, by promoting socially responsible behaviour, volunteerism can complement the efforts of Governments and administrations in the provision of services and greater inclusion of marginalized groups in development processes.

9. Greater access to global markets, wider information networks, knowledge and rapidly changing information and communications technologies also represent a major opportunity for both economic growth and for people’s well-being. These changes have facilitated bringing to the forefront of development the role of civic responsibility and engagement, alongside other governance issues. Participation beyond political dialogue and traditional forms translates into a stronger role for people’s engagement in ensuring sustainable and responsible efforts towards equitable growth and well-being.



► Saadia Ihihi (Morocco), a community volunteer working with the Community-Based Adaptation project, run by UNDP with support from UNV. (Baptiste Villed'Avray, UNDP)

10. The use of new technologies and social media has had a profound effect on people's behaviour, and continues to bring the world closer together rapidly and in very innovative ways, enabling expanded reach to marginalized groups and remote communities. In countries of the global South, cell phone subscription is estimated at about 60 per cent. The rapidly growing range of technology and its expanded availability demonstrates increased opportunities to engage more people in tackling global challenges ranging from tracking food insecurity or monitoring violent conflict, to providing early warning of impending disasters and reporting election fraud. For instance, online volunteering reflects a wider range of skills and expertise that until now would have been difficult to tap into; people in the corporate private sector who want to contribute to a meaningful cause while pursuing a demanding career and including people with disabilities who would otherwise be excluded from such engagement. Innovative forms of volunteering, combining onsite and online opportunities, have an enormous potential to increase the depth and breadth of civic engagement.



► Kevin Kiffer (France), UN Youth Volunteer with UNDP in Brazzaville, the Republic of the Congo, surveys beneficiaries to identify their aspirations and to encourage the involvement of communities in local development. (Séraphin Ngoma/UNDP, 2013)

11. Much remains to be done in order to achieve key development goals and to safeguard against the risk of reversal of development gains. Key issues include the inequalities and uneven access to resources that continue to exist, for example in basic social services, which are closely linked to strong local governance. In its outcome document, the High Level Forum on Aid Effectiveness in Busan 2011 emphasized the critical role that local governments play in linking citizens with government and ensuring ownership of countries' development agendas. It pledged to further support local governments to enable them to assume more fully their roles on service delivery and beyond, enhancing participation and accountability at the sub-national levels. With four of the eight MDGs focusing on health issues, and with many countries not meeting their MDG targets in these areas, improved basic service delivery through strong local governance is vital.



► Farmers El Houssain El Kerdaoui (centre) and El Mahfoud Ihrche (right) discuss climate change and its effect on their oasis at Iguiwaz, Morocco, with Ali Ait Baha (left), a respected elder. El Houssain and El Mahfoud volunteer with the UNV-supported Community-based Adaption project, contributing towards water-sharing systems and tree-planting initiatives, and sharing their knowledge with local youth. (Baptiste de Ville d'Avray)



► Karina Garcia, a volunteer with the Investigation, Development and Integral Education Association, during a bilingual education activity in Totonicapan, Guatemala. (Jose M. Yac/Asociacion IDEI, 2013)

12. Addressing development challenges also requires a strong focus on risk and vulnerability of states and communities.

Many countries have been chronically prone to conflict and have proven to be potential incubators of forms of violence and other disruptive activities. Additionally, poor and marginalized communities are often hardest hit by climate change disasters and lack of sustainable development. When looking at the assets that may help build a cohesive and stable country in such contexts, the international community focuses on two main pillars to enable peaceful coexistence within a society: effective and accountable institutions; and capable and responsible citizens. Human capital plays an important role in the areas of humanitarian assistance, crisis prevention and recovery as well as operational and capacity development support. Local people are not only the first victims but also the first responders to any crisis. Strengthening social cohesion, human security and local governance by way of engaging people, regardless of their background, age and gender, can contribute to improved resilience.

13. In all areas and regions, youth are both a major resource for development and key agents for social and economic transformation and technological innovation.

Young people represent a sector of society that faces unique challenges and vulnerabilities, while also having great potential, being better educated and connected than ever before. There are currently more than 1.2 billion people between the ages of 15 and 24 in the world, the largest group of young people in history, of which over 80% live in the global South. Although youth are disproportionately

affected by problems of unemployment and exclusion, at the same time they are increasingly asserting their role in tackling challenges and acting as transformational agents of change in society. All over the world, young women and men are calling for institutions to be responsive not just to their own needs but to national or global concerns -- and providing the energy, creative ideas and determination to drive reform. The global rise in prominence of young people has been accelerated by the rapid advances in technologies, connecting youth across geographical, social, religious, gender, and economic barriers.



14. Women are disproportionately impacted by poverty and their discrimination, subordination and subsequent exclusion continues to be experienced across all social classes and cultures to different degrees.

Gender equality is not only a basic human right, but its achievement also has enormous socio-economic ramifications. The status of women and girls in any society is one of the best indicators of economic, social and political development. Empowering women fuels thriving economies, spurring productivity and growth. Yet gender inequalities remain deeply entrenched in most societies. A significant body of research indicates that women's empowerment and gender equality have a catalytic effect on the achievement of human development, good governance, sustained peace, and harmonious dynamics between the environment and human populations³. Since traditionally a high proportion of the unpaid work that supports a community has been carried out by women, there is a need to go beyond achieving recognition for the voluntary work that women are already doing, which is often disregarded or undervalued, to ensuring that this is measured.



► Betaf Elementary School students learn proper hand washing from Nelson Semriyanto Dudung, a university volunteer in Papua, Indonesia. (Alexandru Buftic, 2010)

15. In parallel with growing constraints with regard to traditional development aid and shifting trends in the financing environment, countries in the global South are emerging as significant players.

A multiplicity of aid providers and non-traditional partners provides scope for new thinking on development approaches and arrangements, such as South-South and triangular cooperation, as well as working through corporate social responsibility with partnerships with private foundations and the private sector.

16. In light of the overall global context over the last several years, any theory of change used to pursue peace, development, poverty eradication and social inclusion objectives in the future must place “people” at the conception and implementation of every effort

to transform society, build resilience and mitigate conflict to achieve future development solutions. Volunteerism is both an opportunity and an asset for development. It represents a tremendous resource for addressing many of the development challenges of our times and it has the potential to significantly promote broad based national ownership, inclusive participation and sustainability.

³ A transformative stand-alone goal on achieving gender equality, women's rights and women's empowerment: imperatives and key components, http://www.unwomen.org/en/what-we-do/~/_media/F4AA23E30D8248B09A3E61283807A677.ashx



- Local Volunteers supporting the MY World Outreach Campaign of UNV Kazakhstan on International Youth Day August 12, 2013 at the Kazpost Post Office, Astana. (Ji Hyun Yang, UNV, 2013)

17. In this regard, the Post-2015 agenda offers an explicit opportunity to help anchor volunteerism, and the values it stands for, to the future global framework as it recognize the fact that development actions are more effective and sustainable when people are fully and freely engaged. The contributions that people freely make in their communities in terms of their knowledge, labour, time, skills, networks and other resources must be properly factored into policies, programmes and projects. Volunteering is a tried and tested way to engage people from the bottom up in all stages of planning, implementing and monitoring of a framework requiring the efforts of all stakeholders to sustainably change people's practices, attitudes and mind-sets. As global consensus evolves to reach convergence of a new development agenda, volunteerism must be increasingly recognized as a key complementary mechanism to engage people in accountability frameworks that demand a stronger and more direct partnership between people and the state.



- Planting trees to mark IVD 2012 in Sudan (UNV, 2012)

18. With a growing pool of motivated and skilled people, an appetite for idealism and engagement, flows of ideas, knowledge, and skills, people and capital can and should be globally leveraged through volunteerism.





3. // LESSONS LEARNED

19. UNV's experience in supporting UN entities and implementing programmes and projects is that the potential of volunteerism is significantly under-utilized. A compilation of evaluations of UNV-supported projects has shown that the foremost lessons learned in UNV's programming are in the programme design stage and the challenges faced in capturing and documenting results. Because of a perception by many agencies that UNV is merely a human resource organization, UNV is often not recognized as a key stakeholder in the design of UN joint programmes, or a programmatic player in the United Nations Development Assistance Framework (UNDAF) process. A key factor in this situation is that UNV has not generally been seen as having a programmatic strategy, with priority areas and funds that can be brought to the table during the programme development stage. A consequence of this minimal involvement in programme development is that integration of volunteerism is often superficial or absent. During the course of this Strategic Framework period, it will be paramount to shift this perception and ensure that volunteerism is embedded in the planning, monitoring and capturing of results related to the achievement of global development efforts, so as to strengthen UNV's presence in the field.

20. UN Volunteers are mobilized to work with partner UN entities in support of efforts by UN Member States and others to promote peace and development. This is done in a continuous dialogue between UNV and its partners, in order to assign UN Volunteers with the best skills match and provide other volunteer solutions to their programmes. For example, in the 2011 evaluation of the collaboration between UNV and the Department of Field Support (DFS) of the United Nations Department of Peacekeeping Operations (DPKO), it was noted that the *"partnership has been very successful in meeting the objectives of DFS/DPKO and has contributed to the achievement of DFS/DPKO peacekeeping mandates in a number of countries, primarily through the rapid engagement of highly skilled and motivated volunteers."*

21. In the course of 2001, the number of UN Volunteers exceeded 5,000 for the first time. The United Nations Development Programme (UNDP)/United Nations Populations Fund (UNFPA)/United Nations Office for Project Services (UNOPS) Executive Board expressed appreciation of this growth and reaffirmed its recognition of UNV as a facilitator of South-South exchanges and noted that UNV

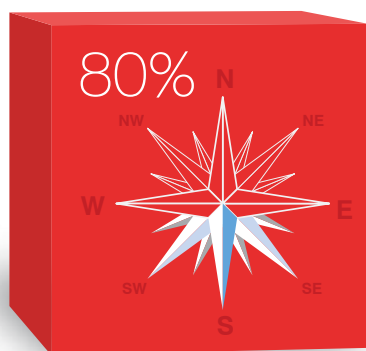
provided a window of opportunity for global citizens to engage as volunteers in UN activities for peace and development (Decision 2002/12). During 2005, the number of serving UN Volunteers peaked at 8,000 due to an increased demand in support of peacekeeping operations and more diversified opportunities through increased demand from Governments to use national volunteer initiatives. In 2012, the number of UN Volunteers stood at 6,807.



22. In a recent internal review of UN Volunteer mobilization it was recognized that the factors underlying demand from partner UN entities need to be better understood. Hence, UNV will strengthen its partnership approach to UN Volunteer mobilization. At the same time, UNV recognizes the need to review the range of volunteer solutions offered to its clients. The modalities include international, national and online volunteers serving UN development projects in countries across the world, in assignments ranging from short to long term. UN Online Volunteers also serve UN and NGO clients in highly customized and flexible ways (In 2012, the number of UN Online Volunteers contributing to peace and development topped 11,000). Whereas UNV has expanded its reach through online volunteering, over the next few years there will be need to translate the knowledge and experience of working with new technologies into a more impactful and innovative methodology of bringing on board more voices from civil society on human development.

23. In addition, UNV has piloted and developed a range of volunteer initiatives that tap into the potential of youth and university volunteers, private sector volunteers and volunteer expatriate nationals in order to widen the opportunities for partners and volunteers and more effectively respond to programme needs. These initiatives will need to be strengthened and better aligned.

24. UNV is well placed to further strengthen and respond to programme needs through a strengthened South-South collaboration approach. South-South collaboration through UNV brings people from the South together to find solutions to development challenges through exchange and transfer of skills, knowledge and good practices. Through volunteerism, UNV has been able to mobilize specialized professionals from programme countries to support a wide range of technical, social and human development activities in other programme countries. UNV will need to harness this experience and reflect further on the trends in order to take the opportunities and realize the full potential that South-South collaboration brings to peace and development through volunteerism.



► Over 80% of UN Volunteers are from countries of the global South



▶ Natalia Gozak (right) a national UN Volunteer E-communities Assistant and Intel Facilitator Inna Mishurniayeva, train pupils in Kiev, Ukraine, to develop projects benefitting their local community with the help of the “Skills for Success” programme (Vladimir Negrebezkij, 2010)



25. **Volunteers embody key values that help improve the effectiveness of development efforts.**

People who volunteer care about their community and society, and feel a sense of responsibility towards the common good. Because it engages people’s minds and hearts, volunteerism can thus lead to changing mind-sets and attitudes. To ensure that volunteer opportunities for value-driven people help contribute to the peace and development work of the United Nations, UNV should further look at the practicalities of the volunteer experience. In particular, as volunteerism leverages and develops people’s skills and capacities and fosters attitudes of responsible and responsive citizenship, it is key that the value added that volunteers bring to the development discourse be experienced by agencies through the way volunteers are mobilized, managed, supported and through how their contribution is captured and utilized for improved development practices. UNV will need to work very closely and jointly with partner UN entities to ensure that through the quality of assignments, volunteer management practices and volunteer learning, the added value of volunteers and volunteerism is reflected in the delivery of development results.



▶ Junko Nomura (Japan), UNV Associate Reintegration Officer with UNHCR, registering new refugees from the DRC at Nkamira Transit Centre, Rubavu District, Rwanda. (Anouck Bronee, ex-External Relations Officer, UNHCR Kigali, 2012)

26. **UNV has also been working on joint projects and programmes with a range of UN partners on the integration of volunteerism in development interventions at the country and regional levels.**

These include projects on local governance for improving service delivery, support for national volunteer schemes, including policies and laws on volunteerism, sustainable environment and response to climate change, crisis prevention and recovery, and empowering youth. However, it is clear that some of these interventions have not been sufficiently able to translate the linkage between volunteerism and specific aspects of development into a sustainable effort at national level. This has made some of these projects lack a clear scale and results orientation to inform programmatic interventions and investments in the coming period.





▶ Helping Hearts, stamps issued by United Nations Postal Administration to mark International Year of Volunteers (IYV) 2001

27. In 2001, UNV served as the official UN focal point of the International Year of Volunteers (IYV).

Governments, the UN system, civil society, private sector and other stakeholders during IYV and subsequent years sought to promote, facilitate and recognize volunteering, increasing the integration of volunteer contributions to achieve the MDGs and peace and development agendas. By 2011, as UNV marked the tenth anniversary of the IYV, over 70 countries had adopted laws or policies on volunteerism. However, detailed accounts from Governments, civil society organizations, businesses, researchers and UN entities have noted cases of insufficient national progress in implementation, owing to the lack of designated focal points, inadequate coordinating mechanisms and the need for supportive resources and policies. At the same time, volunteer action in the fields of environment, human rights protection and disaster response grew significantly. From 2000 to 2008, the volunteer sector saw a fourfold increase in the number of papers published on volunteering. In 2012, an online global public survey conducted in connection with volunteerism, showed 77 per cent of over 2,000 respondents were of the view that the impact of volunteerism was more recognized today than a decade ago. Although the full impact of this recognition is not yet known, anecdotal evidence shows clearly that progress has been made.

28. The publication of the first State of the World's Volunteerism report in 2011 highlighted the fundamental role volunteerism plays across the globe in peace and development.

It also identified the gaps that exist in this regard. UNV, in collaboration with other volunteer involving organizations, will need to upscale efforts to provide evidence and knowledge in order to demonstrate the relevance of volunteerism to the new development framework.



▶ The launch of the State of the World's Volunteerism report in New York. (UNV, 2011)

29. In order to translate the evidence building efforts into recognition at the policy and resource levels, there will need to be strong and focused advocacy that aims at influencing and engaging with countries on successful examples where volunteerism has made a difference. To further this agenda, it will be important for UNV to build coalitions at national, regional and global levels. UNV will work in partnership with volunteer involving organizations (VIOs) to seize the spaces that have opened at the institutional and inter-governmental levels and transform them into opportunities for joint advocacy at national and community levels.

30. With regard to institutional effectiveness and efficiency, UNV undertook a comprehensive change management process in 2009-2010 that resulted in a new organizational structure and new ways of conducting business. The change process allowed UNV to redefine unit roles, increase specialization and develop mechanisms to deliver as one team. Several new tools were introduced and processes redesigned to ensure consistent application of UNDP policies and UNV standards for volunteer management. These changes have helped UNV to focus more effectively on the programmatic needs of partner UN entities at country level, as well as to increase the impact of UN Volunteers in the field, while ensuring proper allocation and management of resources. There remain some areas identified by the change process that will be addressed during this Strategic Framework period:

- ▶ **(i) conditions of service for UN Volunteers – changing to respond to new generations of volunteers and their personal and professional growth;**
- ▶ **(ii) the Volunteer Management Cycle – new information technology based tools to facilitate the efficient and effective global management of volunteers; and**
- ▶ **(iii) UNV's capacity to provide support at the field level to partner UN entities and UN Volunteers.**

▶ UNV Midwife Trainers with UNFPA in Haiti. Annick Coulibaly, from Côte d'Ivoire, attend to a newborn/new mother/pregnant woman at the Clinic Sonub, Petit Place Cazeau. (UNV Haiti, 2012)





4. // UNV STRATEGIC RESPONSE

BUSINESS VALUE PROPOSITION

UNV provides the opportunity to:

- ▶ (i) **enable the UN system to increase voice and broaden participation of people within its work;**
- ▶ (ii) **advance the Post-2015 development agenda and Sustainable Development Goals (SDGs) by tapping the commitment, solidarity and engagement that is unique to volunteerism; and**
- ▶ (iii) **strengthen social cohesion and trust by promoting individual and collective action, that helps resolve development problems and builds trust, which contributes to local, national and global efforts to eradicate poverty and sustain peace and development.**

With an active roster of more than 25,000 vetted, well-qualified potential volunteers, over 300,000 potential online volunteers and organizations, and a growing number of UN Youth Volunteers, UN Volunteers will represent a much-needed resource for UN entities, Governments and civil society to draw upon. They are a pool of talented people from across the world who are:

- ▶ (i) **willing and able to work in all development and peace situations, including some of the most difficult and remote contexts;**
- ▶ (ii) **have the flexibility and ability to work with people and organizations in local communities to draw upon the synergies between local knowledge and expert solutions; and**
- ▶ (iii) **constitute a flexible, cost-effective resource in ensuring scale, impact and sustainability in UN peace and development interventions, including in crisis and post-crisis situations.**

UNV's mandate and experience also offers, through its programmes and partnerships, a strong knowledge base on the value of volunteerism, a broad and effective partnership base, especially in terms of engagement with civil society at all levels; increased capacities to enable volunteer engagement in development processes; a focus on excluded groups and populations; and opportunities to advance South-South collaboration.



31. This Strategic Framework is developed on the premise that volunteerism can foster empowerment, broad-based ownership and participation for those affected by poverty and exclusion, thus creating more stable and cohesive societies. It aims to further engage stakeholders -- including UN Member States, the UN system and VIOs-- and to partner with them in contributing to achieving globally agreed development goals related to peace and development. This Framework articulates the scope and dimensions of UNV's strategic direction, results and associated resource requirements for the period 2014-2017.

32. This is the first framework of its kind for UNV and it seeks to integrate the most recent developments in the external environment with UNV's long term efforts to meet its expanded mandate. It also focuses on UNV's efficiency and effectiveness in achieving organizational results, including leveraging and expanding the knowledge base on the role and impact of volunteering in transformational global change, and supporting development results through UN Volunteers assigned with various partner UN entities.

33. This Strategic Framework seeks to effectively respond to the expanded mandate entrusted to UNV by the international community by:

- ▶ (i) supporting UN entities to be more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism into their programmes;
- ▶ (ii) accompanying countries to more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes; and
- ▶ (iii) ensuring that UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources, and engaged personnel.



- ▶ In 2013, in the framework of the project support to the implementation of a National Volunteer Programme in Cape Verde (SVF funded), the National Volunteer Corps launched a call of proposals to select projects from local VIO that would receive grants up to 100.000 CVE to implement activities aimed at fostering volunteerism for development. 23 Projects from different Island were selected. Among the selected projects three initiatives in São Vicente, a project from Centro de Intervenção Comunitária Ribeira Bote, aimed at providing psychological and educational support for children; a project to train volunteer surf lifesavers, and an initiative from an Association of people with disabilities where students of physiotherapy and other health related subjects provide assistance to people with disabilities. (Omar Camilo)

UNV VISION

34. UNV's vision is a world where volunteerism is recognized, within societies, as a way for all people and countries to achieve peace and development through the simultaneous eradication of poverty and significant reduction of inequalities and exclusion.

The UNV Strategic Framework,

- ▶ a. Is developed under the umbrella of the UNDP Strategic Plan 2014-2017, to elaborate results to be delivered by UNV during this period;
- ▶ b. Is grounded in the notion that volunteerism is an expression of human relationships and a conducive channel for people to positively engage in their own development, resulting in more effective and sustainable development actions;
- ▶ c. Takes into account the momentum generated by the International Year of Volunteers (IYV) in 2001, the marking of its tenth anniversary (IYV+10) in 2011 and the need for further recognition, promotion, facilitation, networking and integration of volunteerism into peace and development in the years ahead;
- ▶ d. Is informed by UN GA resolution 67/138, recognizing that "volunteerism is an important component of any strategy aimed at ... poverty reduction, sustainable development, health, education, youth empowerment, climate change, disaster risk reduction, social integration, social welfare, humanitarian action, peace building and in particular, overcoming social exclusion and discrimination". And that "volunteering, particularly at the community level, will help to achieve the development goals and objectives set out in the UN Millennium Declaration and the Millennium Development Goals";
- ▶ e. Is consistent with and guided by GA resolution 67/226, the Quadrennial Comprehensive Policy Review, which establishes the main inter-governmentally agreed parameters of the operational activities for development of the UN system;
- ▶ f. Incorporates UNV's leadership role in developing and promoting a youth volunteer programme, in the context of the UN Secretary-General's Five Year Action Agenda 2012-2017, and as mandated by the UN GA through resolution 31/131, which called on UNV to advance the role of youth in development;
- ▶ g. Defines goals and strategies to deliver on the UNDP/UNFPA/UNOPS Executive Board decisions and UN GA resolutions pertaining to its mandate – in particular, resolution 52/17, which expanded the UNV mandate on raising awareness and promoting volunteerism for development;
- ▶ h. Re-states UNV's commitment to working with the UN system to extend opportunities to the widest possible cross section of people from every region of the world to participate in the work of the UN;
- ▶ i. Includes the reflections on volunteerism from the 2011 State of the World's Volunteerism Report (SWVR) and the recognition of the theme of well-being as key to sustainable development;
- ▶ j. Articulates UNV's vision and the strategic goals the organization will pursue for the next four years, and how to achieve them; and
- ▶ k. Is accompanied by an Integrated Results and Resources Matrix (IRRM) which translates the intent of the Strategic Framework into results.





5. // UNV STRATEGIC PRIORITIES

PROGRAMMATIC PRIORITIES



Securing access to basic social services



Community resilience for environment and disaster risk reduction



Peace building



Youth



National capacity development through volunteer schemes

35. This Strategic Framework intentionally directs UNV efforts and programme resources into five priority areas where volunteerism has a transformational and cumulative impact on the lives of people:

- ▶ (i) **securing access to basic social services;**
- ▶ (ii) **community resilience for environment and disaster risk reduction;**
- ▶ (iii) **peace building;**
- ▶ (iv) **youth;** and
- ▶ (v) **national capacity development through volunteer schemes.**

During the period covered by this Strategic Framework, UNV will work through global, regional and country programmes and projects to deliver its results across these five areas, in accordance with the individual requirements of programme countries.



36. Securing access to basic social services and protection are at the heart of many UN entities' mandates and activities. Over time,

UNV has developed solid

knowledge and has learned lessons about the role and application of volunteerism in service delivery and local governance – particularly in the context of i) consultative processes to identify community needs and ii) local capacity development to localize those services and to strengthen community voice for accountability. In 2012, 10% (US \$860,000) of UNV-administered funds were spent on projects in basic social services and 28% (1,934) of UN Volunteers worked in this priority area.



37. In this Strategic Framework period, UNV will leverage and mobilize its knowledge, expertise and experience to enhance the UN system's response in the area of basic social services. More specifically, UNV will focus on:

- ▶ (i) primary health care;
- ▶ (ii) HIV/AIDS; and
- ▶ (iii) education (such as literacy and vocational training).

UNV will also:

- ▶ (iv) enhance local governance to promote inclusive participation and engagement of communities in planning, implementing and monitoring local development initiatives.



38. Community resilience for environment and disaster risk reduction - The Hyogo Framework for Action explicitly recognized the added value and contribution

of volunteerism to disaster risk management,

particularly by bolstering the capacity and resilience of communities to respond to and prevent disasters. Closely linked to disaster risk reduction is the environment, where a number of factors underpin UNV initiatives, including the global recognition of volunteerism's role in environmental protection. UNV's experience in these areas shows that community resilience, which can be enhanced through volunteerism, is the basis of successful programmes. UNV has significant experience in this area, with 21% (US \$1,880,000) of UNV-administered funds spent on community resilience for environment and/or disaster risk reduction in 2012.



▶ UN Volunteer Lubna Lasu (South Sudan), UNV Civil Affairs Expert, speaks on 'Volunteerism for Peace and development' in Grand Bassa County, Liberia. (Percy McKay/UNV, 2012)

39. Building on its lessons learned and responding to growing requests from UN Member States and UN entities, UNV will continue to contribute to community resilience for local climate change mitigation efforts, with a focus on:

- ▶ (i) climate change adaptation through people-centred approaches.

In countries or regions severely falling short of the threshold of peace and inclusive social and economic development, it has been proven time and time again that volunteerism plays a key role. Volunteerism facilitates a strong transition between emergency relief and rebuilding productive lives, leveraging and strengthening capacities in communities faced with situations of chronic vulnerability.

- ▶ (ii) UNV will develop innovative approaches to disaster risk reduction by harnessing the power of volunteerism to build community resilience for inclusive and coherent national disaster prevention, preparedness and risk reduction strategies.



40. Peace building is a key area where, since the early 1990's, UNV has played an integral part in supporting the implementation of Security Council mandated peace keeping and special political mission mandates, including support to peace building offices. The 2009 Secretary-General's Report on Peace Building in the Immediate Aftermath of Conflict encouraged UNV to continue to support special political and peace building initiatives, in particular

with the aim to help strengthen national civilian capacities to impact the sustainability of peace building. In 2012, UN Volunteers constituted over 30% of the international civilian capacity within the 18 peace keeping and peace building missions where UNV is engaged – representing over 40% of UN Volunteer assignments globally. Throughout, UN Volunteers have been deployed in key implementation and capacity building roles within the context of, for example, human rights monitoring, local institutional capacity support, democratic governance, and operational technical support.

41. In response, UNV will work with partner UN entities in:

- ▶ (i) expanding its role to further engage communities within the context of UN peace keeping, peace building and political missions;
- ▶ (ii) contributing to building both local and national capacities, and the compact between states and its citizens; and
- ▶ (iii) rebuilding mutual trust between its citizens;

Particularly where local and national UN Volunteers can, they will build on the community based focus and presence. In a politically and socially non-threatening manner,

- ▶ (iv) UN Volunteers will effectively serve, for long and short-term assignments, as catalysts for civic engagement, promote community level dialogue, and build confidence, trust and social cohesion within communities;

UNV will continue to provide:

- ▶ (v) support to emergency relief efforts,
- ▶ (vi) early and long-term recovery leveraging expertise ranging from protection, logistics, water and sanitation to camp management; and
- ▶ (vii) human rights monitoring and community resilience through voluntary action.

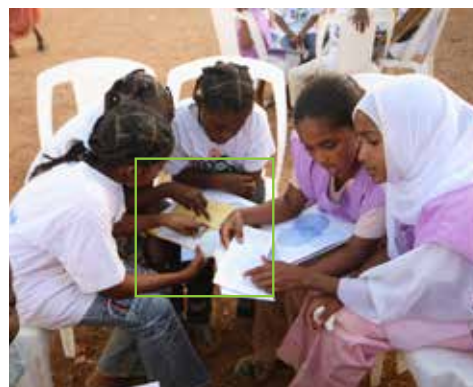


▶ Herbert Oswaldo Alvizures Flores (left), a volunteer with the Chiquimula Youth Network for Human Development, is interviewed by Radio Punto on the importance of human development. (UNV Guatemala, 2011)



42. Youth - In 2012, UNV supported thirteen national youth programmes and schemes, including regional youth programmes in the Arab States and Africa, and deployed

thousands of young international UN Volunteers through university and intern initiatives. Recognizing the enormous potential of young people to contribute positively to their societies, UN Secretary-General Ban Ki-Moon, in his Five-Year Action Agenda (2012-2016), announced a specific measure to “create a UN youth volunteers programme under the umbrella of UN Volunteers.”



► In Sudan, UNV engaged volunteers from within their own communities in tackling the culturally-sensitive issue of female genital mutilation (FGM), involving males and youth, as well as women. (Blazej Mikula, 2008)

43. In response, UNV launched a new Youth Volunteering Strategy and a UNDP/UNV Youth Trust Fund in 2012, to further engage in global advocacy and partnerships for youth volunteerism, and strengthen the capacity of nationally- and regionally-owned youth volunteer schemes. To help operationalize the youth strategy, a new flagship programme will be launched in 2014, with the following objectives:

- (i) engage in global advocacy and partnerships for youth volunteering;
- (ii) provide capacity development to nationally- and regionally-owned youth schemes, including policy support to partners; and
- (iii) establish a UN Youth Volunteering modality to enhance the role youth play as agents of change in the work of the UN, while providing these volunteers opportunities for growth and development.



► Nouan Anong, a volunteer radio DJ with Thateng Ethnic Community Radio station in Lao PDR, delivers the morning news. (Phillippe Pernet, 2011)



44. National capacity development through volunteer schemes - UNV has been and continues to be a catalyst and multiplier for volunteerism.

Through UN Volunteers and UNV projects, as well as UNV assisted volunteerism schemes, collaborations and networks, hundreds of thousands of volunteers have engaged with communities. To this end, the development of volunteer schemes to promote the contribution of volunteerism constitutes an important platform for nationally-led and -owned multi-sectoral development and peace programmatic interventions. In 2012, 12% (US \$1,111,000) of UNV-administered funds were spent on national capacity development through volunteer schemes in eight countries. This experience has led to a growing demand from UN Member States for UNV to support the establishment of national volunteer schemes to address specific development challenges.

45. Historically, governments, civil society and the corporate private sector have all played important roles in ensuring support for volunteerism as a strategy for building civic participation and addressing peace and development goals.

Three key factors have traditionally been taken into account: a favourable policy and regulatory framework; recognition and promotion of volunteerism for peace and development; and committed national leadership. Based on the experience in this area, and as per its mandate, UNV will expand its support to programme countries

- ▶ **(i) by assisting in the initiation of new national and subnational schemes,** and
- ▶ **(ii) by enhancing the capacity of local partners to mobilize and manage volunteers more effectively.**

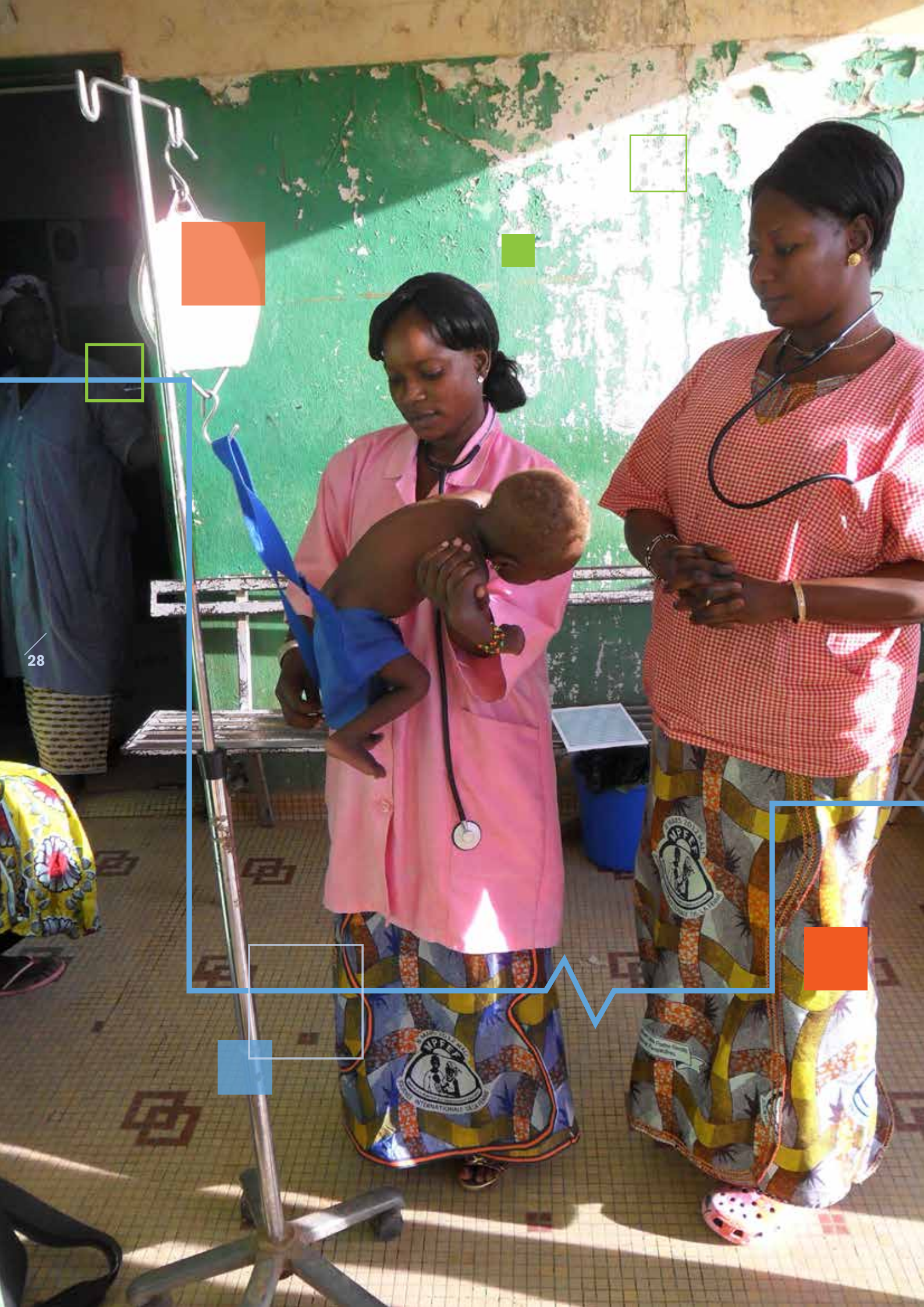
46. Cross-cutting considerations will focus on the sustainability of UNV-supported development efforts through a human rights based approach to programming.

Specific focus will be on:

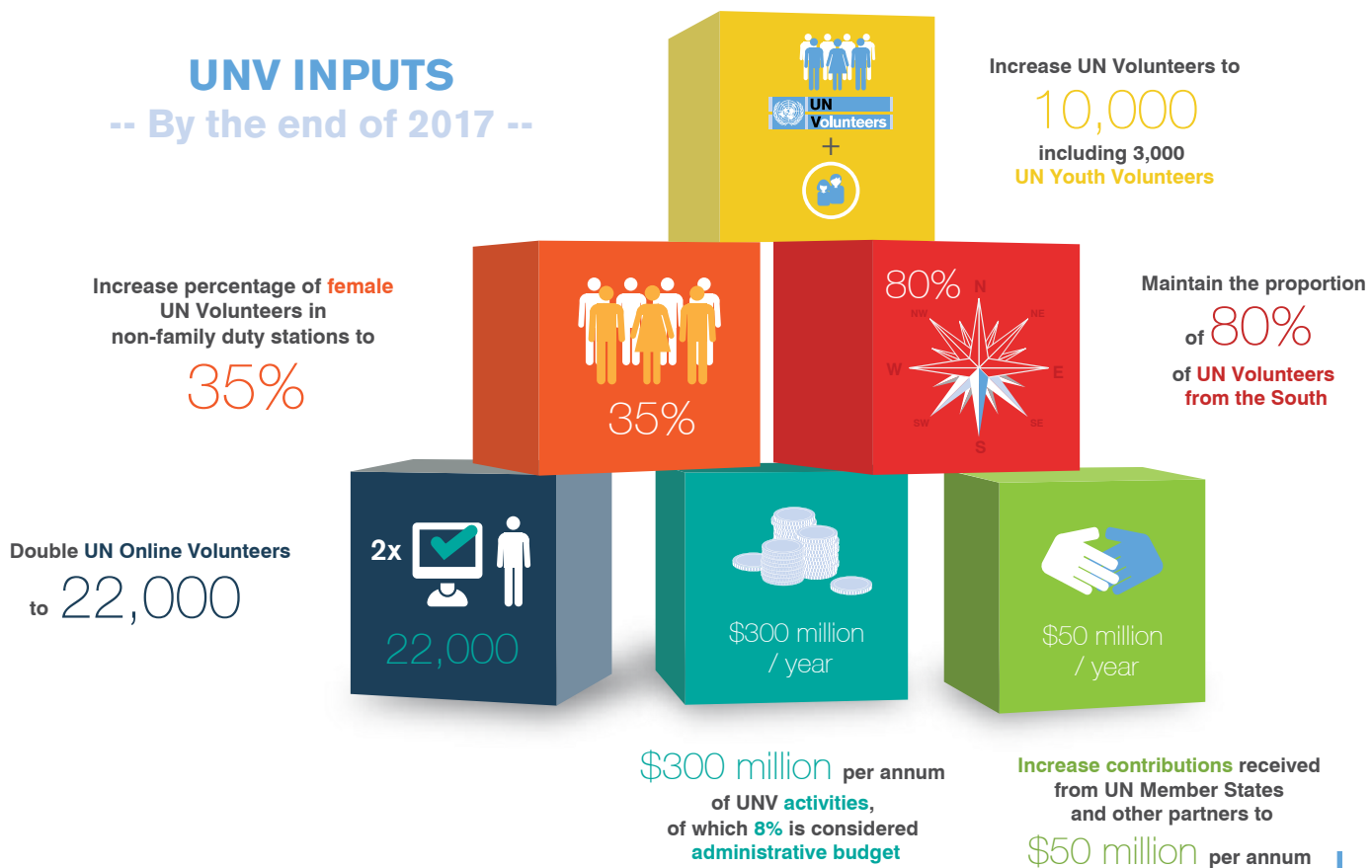
- ▶ **(i) ensuring commitment to gender equality;**
- ▶ **(ii) recognizing the role of women as a driving force for peace and development efforts;** and
- ▶ **(iii) promoting societal transformation across all areas of programme delivery.**

Through this Strategic Framework, UNV will also strive to specifically ensure gender balance in all its operational engagements, especially among UN Volunteers deployed. UNV programming will ensure commitment to gender equitable outcomes, and will review institutional processes to ensure that opportunities for volunteering, and in all its work, are open to both women and men equally.





6. // UNV RESULTS



47. UNV results contain two interrelated components:

- ▶ (i) **programme results, which elaborate UNV's contribution to country-owned peace and development results;** and
- ▶ (ii) **institutional effectiveness, which outlines the institutional processes, organizational resources and systems which enhance UNV's accountability for results.**

These components help UNV's envisaged development impact.

48. This Framework is developed in accordance with United Nations Development Group (UNDG) results-based management principles. UNV will be directly and fully accountable for:

- ▶ (i) **delivering on outputs of the programme results;** and
- ▶ (ii) **delivering organizational effectiveness and efficiency, including stewardship of the resources with which it is entrusted and monitoring, evaluating and reporting on achievements and challenges.**



A. DEVELOPMENT IMPACT

49. **UNV's envisioned development impact is to bring more people to actively engage with peace and development actions globally.** When people, as volunteers from different backgrounds, genders and ages are placed in peace and development interventions, they individually and collectively contribute to building capacities for delivering peace and development results. With more volunteers and volunteerism being better integrated into development processes, societies will become more cohesive and stable, with enhanced collective objectives and well-being. This Strategy intentionally focuses UNV programmatic efforts in five key areas; four thematic ones which directly contribute to Outcome 1 and one that contributes directly to Outcome 2. Through deliberate and considered partnerships with UN entities, UNV will leverage and mobilize its technical expertise and knowledge, through all UN Volunteer modalities, to effect transformational impact and change in communities. By helping to strengthen the capacities of UN entities to deliver sustainable results, and by accompanying National Governments to create enabling environments for more people to come together to eradicate poverty, sustain peace and address development inequalities, UNV will contribute to more equitable and broad based development progress.

Societies become more cohesive and stable with enhanced collective well-being.

B. PROGRAMME RESULTS

PROGRAMME OUTCOME 1 - UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes

50. This outcome focuses on harnessing the power and value added that people, through volunteerism, bring to strengthening the delivery of more sustainable and impactful development results. The work of the United Nations system touches the lives of millions of people across the world, hundreds of National Governments and thousands of partners. Working in collaboration with UN entities, through this outcome, UNV will 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, for field-based United Nations entities. These will be enhanced by South-South and triangular cooperation which UNV facilitates through volunteerism. UNV will also bring the ability to respond to grassroots mobilization and expand inclusion through civic engagement in global development. Finally UNV will bring to the system the capacity to harness the potential of volunteerism to secure progress in four priority areas:

- ▶ (i) access to basic social services;
- ▶ (ii) community resilience for environment and disaster risk reduction;
- ▶ (iii) peace building; and
- ▶ (iv) focusing on youth.

51. Mobilization of UN Volunteers in support of the UN system's country-level activities remains a key outcome for UNV during 2014-2017.

UNV will ensure a stronger focus on the UN demand side, by more closely engaging UN entities at global, regional and country levels. This engagement will need to explore innovative ways to leverage volunteerism in strengthening the UN's ability to deliver results in those areas where lessons clearly reflect a significant need for transformative solutions. Closer collaboration and joint planning will be essential if success in these areas is to be achieved in national, regional and global initiatives. New standard operating procedures and demand forecasts will be developed, to provide effective guidance to both UNV and partner UN entity field staff to leverage volunteerism and UN Volunteers. Current engagement with the UN system also indicates a need for UNV to expand the scope of volunteer modalities to include youth volunteers and to generate outreach to corporate private sector volunteering.



52. The innovative engagement of diasporas, corporate private sector volunteering efforts and volunteers from all backgrounds will always focus on the development of national capacities, promotion of South-South collaboration and exchange of relevant knowledge. UNV will also pursue gender equality in a number of UN Volunteer assignments, as well as proactively attempt to recruit volunteers according to non-stereotypical gender roles and provide sufficient opportunities for female leadership, including where UNV will expand opportunities for young people to volunteer.

53. UNV will expand the global reach of the UNV Online Volunteering service and explore innovative methods to ensure the broadest possible participation by all members of society. To harness this largely untapped and vast resource for peace and development, UNV will further pilot, and where possible scale up, diverse forms of online and mobile volunteering. This will entail developing new operational partnerships with other VIOs that are operating virtually.

54. UNV will develop new thematic global programmes and projects, fully consulted with and agreed by UN Member States, within UNV's priority areas of:

- ▶ (i) securing access to basic social services;
- ▶ (ii) community resilience for environment and disaster risk reduction;
- ▶ (iii) peace building and peace keeping;
- ▶ (iv) youth; and
- ▶ (v) national capacity development through volunteer schemes.

55. These new thematic global programmes and projects will develop a UNV results base, which can be tracked and monitored through the UN Volunteers themselves reporting directly to UNV. All programmes and projects will be systematically evaluated at the end of the Strategic Framework period, providing a solid foundation of experience for the development of a successor Framework for 2017-2023. The new programmes and projects will create a stronger UNV regional presence, build closer ties with the relevant partner UN entities in the region and become flagship programmes for the organization, with a UNV-specific results base.



- ▶ National UN Volunteer Martah Guerrero Jiménez conducts an exercise with leaders of women's organizations in the Municipality of Orellana, Ecuador. The women gathered to discuss Annual Operative Plan 2012 that will coordinate their actions to promote gender budgeting. (Maria de los Angeles Manzano, 2011)

56. Only with high quality and well-supported UN Volunteers is it possible for UNV to effectively deliver on its mandate. Therefore, UNV will manage a value-driven talent pool of global citizens who want to engage as volunteers in the work of the UN. To this end, UNV will also implement a volunteer learning strategy, emphasizing knowledge generation, sharing and learning to promote and enhance the quality and impact of the volunteer experience and to ensure that the necessary skills and expertise are harnessed for both the work of the UN, as well as for the individual development of UN Volunteers.

**PROGRAMME OUTCOME 2:
Countries more effectively
integrate volunteerism within
national frameworks enabling
better engagement of people in
development processes**

57. This outcome focuses on the complementary roles of public institutions and people to contribute to peace and development results. It also links the implementation of and reporting by UN Member States on their commitments within inter-governmental fora with volunteerism as a means for expanding people's spaces and voices at all levels.

58. Given the critical gaps in the evidence base for the contributions of volunteerism to peace and development, a key focus during this Strategic Framework period will be to work with partners from academia and from other VIOs to develop a global research agenda on volunteerism, building collaboration and cultivating research in the South, continuing publications of SWVRs, and increasing measurement of volunteering at national levels, especially in developing contexts.

59. UNV will also examine capacity-development activities for Governments and civil society, including the set-up and strengthening of national and regional volunteer schemes, and offer advisory services for the establishment of enabling environments for volunteerism and conducive legal policy frameworks.



60. Through engagement with UN Member States, the UN system, VIOs and civil society, UNV will contribute to the inclusion of people-centred approaches and volunteerism in various national, regional and global processes, including the review of achievements against the MDGs, the updating of the Hyogo Framework, the convening of the fifth UN World Conference on Women (Beijing+20) and the defining of the new post-2015 and SDGs. National and global outputs will also include follow-up reporting on GA resolution 67/138, including developing a plan of action to integrate volunteering in peace and development in the next decade and beyond, as well as UNV-facilitated inputs to national and global reports of the UN, inter-agency or system-wide plans and global development conversations about the contributions of volunteerism to development and peace.



▶ Eduart Koci National UN Volunteer Community Exchange Worker Meeting with a Member of a Youth Association in the Village of Driza in Fier, Albania. (Gavin White, 2011)

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61. Building innovative volunteer solutions for peace and development can only be done in partnership with relevant stakeholders from Governments, the UN system and civil society at large. UNV, as a catalyst, knowledge broker and/or convenor, will seek to develop new and innovative partnerships with UN Member States, private foundations and the private sector as part of developing innovative volunteer solutions, in particular where their specific skill-based knowledge and experience can contribute strongly.



▶ Debora Oliveira da Costa, Volunteer at the Red Cross nursing home in Praia develops occupational therapy activities with the elderly. The National Volunteer Corps assisted in the creation of three Volunteer Groups in Praia, Cape Verde, aimed at supporting the activities of local nursing homes. (Isaura Lopes Ramos, 2013)

C. INSTITUTIONAL EFFECTIVENESS

RESULT AREA: UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources, and engaged personnel.

62. UNV aims to ensure that it delivers quality results through motivated and engaged personnel (which includes staff and field personnel). This will build on the UNV change management exercise in 2009-2010, to ensure the most effective organizational structure, coupled with requisite personnel capacities. Engagement with UNV personnel is essential in developing strategic plans and initiatives to ensure accurate analysis and vision, and to ensure ownership of plans and commitment to deliver high quality results. Moreover, UNV will be placing an emphasis on enhanced regional and country level capacities and outreach – i.e. placing UNV closer to its clients, partners and stakeholders.

64. UNV will mobilize resources to deploy UN Volunteers through its priority programmes and projects. With the objective of raising up to US \$50 million per annum by 2017 in programme funds, through stronger engagement with its traditional partners, while also engaging new partners from the emerging economies in the global South. These funds will be channelled through the Special Voluntary Fund, Cost Sharing Contributions, Trust Funds and for Fully Funded and UN Youth Volunteers.

63. Improved internal systems and processes will enable UNV to more efficiently manage its work, as well as capture, evaluate and report accurately on results. Therefore, UNV will review its business processes to ensure that more efficient and effective systems are in place. This will include review of the volunteer management cycle, related policies and procedures and continuous development to ensure they meet the highest standards, benefiting from best management practices and technologies where applicable. UNV will institutionalize a strengthened culture of results-based management (RBM), reporting, knowledge management, resource mobilization and accountability. RBM will be strengthened in corporate planning and reporting, as well as programme and project management. Necessary tools to ensure best utilization of RBM methodologies and compliance will be developed within the Strategic Framework period.



65. UNV's resource base stems from three different sources:

- ▶ **(i) regular 'core' (institutional) resources, allocated through UNDP;**
- ▶ **(ii) funds received from partner UN entities for volunteers mobilized;** and
- ▶ **(iii) contributions from external partners for programming and joint programmatic partnerships.**

Current funding projections show that regular 'core' (institutional) resources will not remain at the same level as in the past, and hence UNV will expand and diversify its resource base by engaging with traditional and non-traditional partners. UNV is pursuing growth within its programme, while committing to deliver efficiency and effectiveness gains. With respect to programme financing, UNV will be specifically targeting strengthened partnerships for the Special Voluntary Fund (SVF), the UN Youth Volunteering Trust Fund, UN Volunteers who are Fully Funded and other cost-sharing opportunities. New and innovative mechanisms will be developed to mobilize private sector knowledge and resources through corporate private sector volunteering and other possible forms of corporate social responsibility engagement together with the UN system and other partners.

66. UNV relies on the support of UNDP to implement effective and efficient business practices. Relevant UNDP central units provide oversight of UNV's work (e.g. Office of Finance, Office of Audit and Investigation), while other UNDP units provide services to UNV on a partial cost-recovery basis related to non-UNDP core funded activities (e.g. Office of Information Systems and Technology, Legal Support Office). UNV will continue to strengthen its operational effectiveness and efficiency through:

- ▶ **(i) improving its management efficiency ratio;**
- ▶ **(ii) strengthening ICT related services, and administrative support;** and
- ▶ **(iii) reducing its overall travel carbon footprint.**

67. As part of its response to GA resolution (67/226), the quadrennial comprehensive policy review of UN operational activities for development, UNV will continue to invest in intra-agency rationalization of business operations as the common services manager of the common premises and services for the UN system in Bonn, Germany. In this capacity, UNV is a leading UN actor in the joint UN and Government of Germany initiative of establishing Bonn as a major hub for UN conferences in relation to UN climate change activities, as well as other UN activities.





7. // PARTNERSHIPS FOR RESULTS

68. The achievement of the outcomes of this Strategic Framework will require the full support of and close collaboration with relevant partners. UNV works in partnership with UN entities and UN Member States, as well as civil society and VIOs in order to bring more people to actively engage in peace and development. The added value of UN Volunteers and volunteerism to our partners is that they contribute to stronger engagement with communities, civil society organizations, and youth. Likewise, partners gain a better ability to reach marginalized people, increased access to services, strengthened South-South engagement and that well-qualified UN Volunteers can be rapidly deployed. Within the UN system, UNV is unique as its programme work is implemented not only directly in partnership with, but largely in service for other UN entities, to deliver peace and development. To this end, UNV will build, strengthen and explore partnerships that will:

- ▶ **(i) leverage its overall resources for development;**
- ▶ **(ii) mobilize recognition for volunteerism; and**
- ▶ **(iii) provide innovation for widening inclusion of people in peace and development.**



▶ Morn Moeun, National Volunteer facilitating an workshop for youth on Post-2015 Agenda, in Phnom Penh, Cambodia (Veronika Jemelikova, UN Youth Volunteer, 2013)



A. WORKING WITH UNDP

69. UNV's relationship with UNDP is essential in both programmatic and administrative terms.

As UNV is administered by UNDP, it is fully aligned to UNDP's governance and administrative structures and reports to the UNDP Executive Board. UNV Field Units in 86 countries (as of 2013) are wholly integrated into the operational structure of the respective UNDP Country Offices and are represented by the UNDP Resident Representative. Programmatically, UNDP and UNV have shared values, a common history and the goal of supporting countries to achieve eradication of extreme poverty and a significant reduction in inequality and exclusion. There is a strong complementarity between UNV's focus on volunteerism and a strong fit with UNDP's upstream, policy work, which is reflected in the fact that UNDP is one of UNV's biggest programme partners, accounting for 25% of all UNV programmes.

70. UNV is a key resource for community level presence, organization and action;

reinforcement of social cohesion and local capacities through volunteers and voluntary work; development of volunteerism in local-level service delivery; specific aspects of South-South and triangular cooperation based on exchanges of skilled people to close critical gaps; outreach through deeper use of the UNV online volunteering service; and creation of opportunities in youth volunteering. Through systematic integration into UNDP's main areas of work, UNV will programmatically add value to key areas of mutual priority, in particular but not exclusively in:

- ▶ (i) **creation of opportunities for youth leadership and engagement through volunteerism;**
- ▶ (ii) **capacity building for monitoring, analysis and reporting on development interventions;** and in other areas such as
- ▶ (iii) **Rule of Law (RoL) and Citizen Security;** and
- ▶ (iv) **Resilience to Natural Disasters and Man-Made Crises.**

B. WORKING WITH UN ENTITIES

71. At the country level, UNV Field Units interact with UN entities to strategically and meaningfully integrate volunteerism into their areas of delivery.

As part of this process, UNV works with UN entities to identify opportunities where volunteers add specific and unique value – with a deliberate effort to ensure equality of and equity in opportunities for people to engage. In programmes and projects which align with UNV's programmatic priority areas, UNV will proactively invest its resources with UN entities to demonstrate the potential that integrating volunteerism can have in creating a catalytic impact for development outcomes.

72. For example, UNV's partnership with DFS/DPKO has played a notable role in the attainment of peacekeeping and peace building objectives in a rapidly changing environment.

It has been very successful in meeting objectives and has contributed to the achievement of DFS/DPKO peacekeeping mandates in a number of countries, primarily through the rapid engagement of highly skilled and motivated UN Volunteers. UNV will pursue global agreements with UN entities that strategically leverage volunteer modalities in their business models and support an enabling environment for their effective programmatic inclusion of UN Volunteers.

C. WORKING WITH OTHER KEY PARTNERS FOR VOLUNTEERISM

73. This Framework envisions a broader role for UNV to enhance capacities and widen opportunities for integrating volunteerism at the country, regional and global levels. This will be done with a multitude of stakeholders and partners, some new and some existing; including UN Member States, UN entities, institutional and inter-governmental actors, the corporate private sector, foundations, academia, civil society, youth organizations and other partners. UNV already engages successfully with many partners in support of its mandate, both in programmatic engagements at the country level as well as in regional and global programming, knowledge building and advocacy for the importance of volunteering for peace and development. In order to further leverage

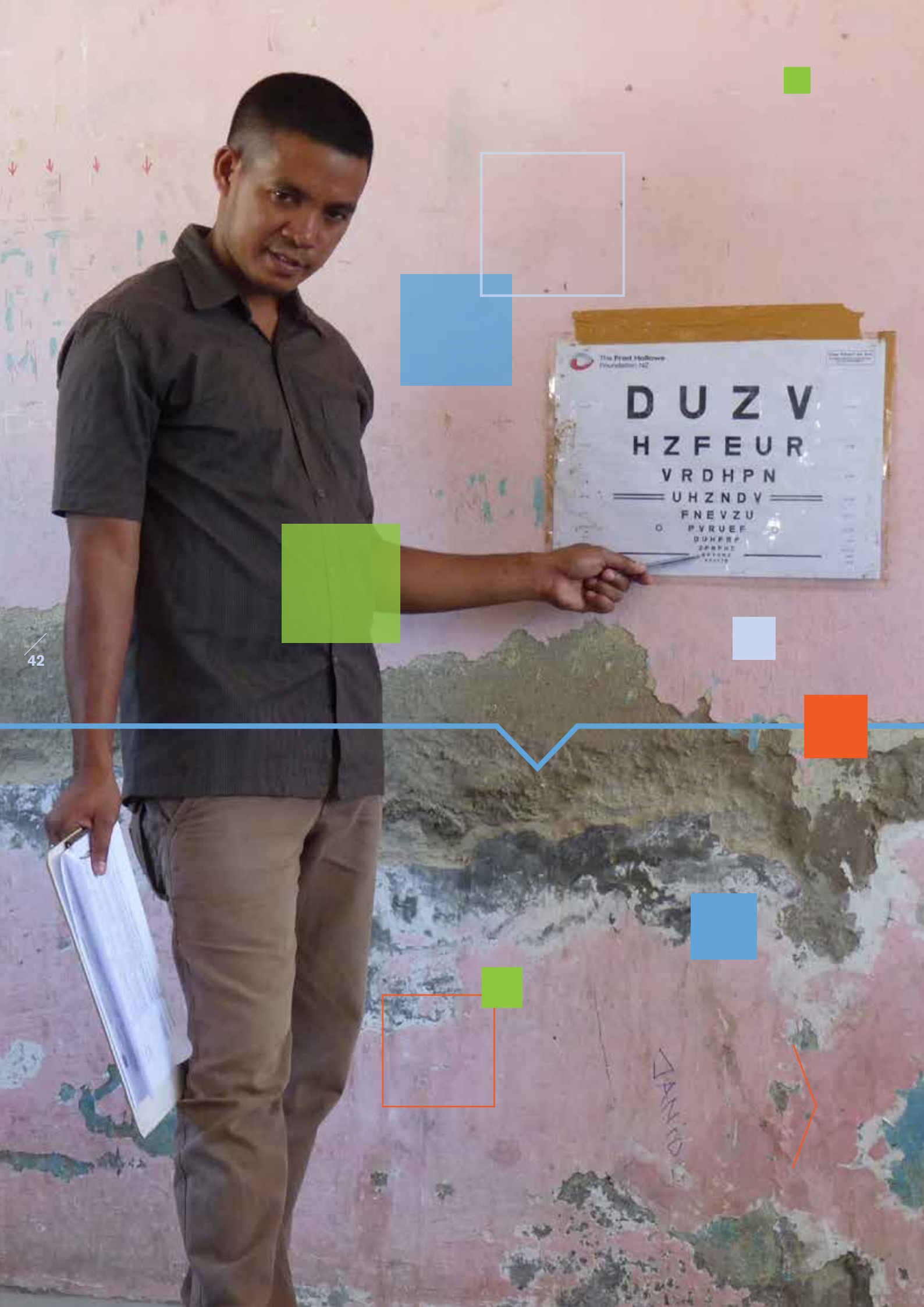
partnerships effectively, a reinvigorated strategic approach will be implemented to support the objectives of this Strategic Framework during 2014-17. Specifically, UNV will:

- ▶ (i) reaffirm the excellent relations with traditional partners which has allowed it to innovate and grow;
- ▶ (ii) additionally focus on particular partnerships with the emerging global south, working with these countries to seek to add value; and
- ▶ (iii) seek to develop new partnerships with foundations and the private sector, acknowledging that this will require a longer-term view, as UNV breaks new ground, to ensure it is done successfully.



▶ National UN Volunteer Karima Djazairi (left), Food Monitor with UNHCR in Tindouf, Algeria, is interviewing a Sahrawi refugee (in one of several Sahrawi refugee camps in the vicinity of Tindouf) regarding the use of UN-distributed food commodities by her family. (Jan Snoeks/UNV, 2013)





8. // MONITORING, EVALUATION AND REPORTING

74. UNV will improve and strengthen its Results-Based Management (RBM) culture, systems and processes. Implementation of UNV's Strategic Framework will be monitored in terms of progress made towards achieving results, as measured through outcomes and outputs within the IRRM.

75. UNV will enhance existing mechanisms, and establish new ones, for collecting data to strengthen its internal accountability systems. Since much of UNV's contribution to peace and development is performed through UN Volunteers working to support the mandates of other UN entities, the organization will leverage its technology-driven reporting systems for capturing and aggregating related volunteer data, including specific data related to gender. Additional tools will be established to record and measure the volunteerism advocacy efforts UNV undertakes directly with other stakeholders.

76. UNV will also develop integrated plans for monitoring, and reporting activities related to implementation of this Framework. This will include researching external sources and historic trends to establish baseline data for key results to which UNV plans to contribute. Systematic reporting on results and performance will be provided through UNV's annual reports and reports to the UNDP/ UNFPA/UNOPS Executive Board. There will be a mid-cycle review of this Framework – at the end of 2015 – to assess implementation, and make necessary adjustments. This will also be an opportunity to ensure alignment with post-2015 development agreements.

77. While there have been some gaps in the evaluation of UNV's full programme of work, UNV will systematically assess and validate all of its results and the effectiveness and impact of all of its substantive activities in the Strategic Framework through thematic and country-level/global evaluations. Strengthening UNV's evaluation capacity will be important during this Framework period. As UNV is administered by UNDP, evaluations will be in accordance with the UNDP Evaluation Policy and related guidelines. To maximize transparency and accountability, evaluation reports and management responses continue to be available publicly.



PAGE 6

UNV Communication Specialist Nguyen Qui Quynh Mai speaks to WIRC volunteers at the offices of the Vietnam Youth Union office in Hanoi, Vietnam. (Harald Franzen, 2013)

PAGE 12

In Bogota, Colombia, national UN Volunteers with UNDP Dayana Galindo and Andres Felipe Herrera engage with visitors at ExpoPaz. The country's first peacebuilding fair aimed to nurture debate on public policy issues and to give visibility to and to strengthen local and international peacebuilding initiatives. (UNV Colombia, 2010)

PAGE 18

To help abolish female Genital Mutilation (FGM) in Sudan, UNV engages community volunteers who involve women, girls, males and youth in peer education within local communities through sports and other activities. (Blazej Mikula, 2008)

PAGE 22

Dmytro Say (in blue), UNV Youth Development Specialist during a training on Fair Play methodology in Ukraine (Andrey Selivanov, 2013)

PAGE 28

Rokia Sissoko (left) is a volunteer nurse with the National Centre for Promotion of Voluntary Service. She works in maternal and child health in the town of Kende in Mali. Rokia trains health care providers, thus helping to achieve MDG 5 (Improve Maternal Health). (Larsan Traore/NCPV, 2012)

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Three local volunteers in Douar El Moudaa (rural community of Toubkal, Morocco) remove stones and debris from an aqueduct which together with reforestation and dams protect the village from spring floods and erosion, as well as help preserve the crops on which the community relies. Previously, every year, the entire village, 300 men, women and children would have to work for two weeks non stop to redig the irrigation canal. (Bruno Deceukelier, 2011)

PAGE 38

Young participant during Youth Volunteer Summer Camp in Jordan in August 2013 (WupY PS)

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The 'I Volunteer for Timor-Leste' campaign to mark IVV+10 opened dialogue about volunteerism nationwide and motivated Timorese people to get involved in community projects. (UNV, 2012)

FRONT COVER (top)

National UN Volunteer, Manjola Veizi (right), facilitating civil registration at informal Roma Camp in Tirana, Albania (Gavin White/UNDP, 2011)

FRONT COVER (middle-left)

Nine UN Volunteers supported the Confidence Building Measures programme of UNHCR, assisting Sahrawi refugees in camps in the Tindouf area, Algeria, and their families in Western Sahara. In this photo, an UN Volunteer welcomes one of the family members from the territory, on Tindouf airport. (Jan Snoeks/UNV, 2013)

FRONT COVER (middle-right)

In Burundi, after years of civil war, UNV is supporting the implementation of an innovative UNDP project to ensure the durable socio-economic reintegration of people affected by the crisis. Here, beneficiaries are building new homes for the community. (Aude Rossignol/UNV)

FRONT COVER (bottom-left)

An indigenous volunteer or "Yanapiris" in Bolivia taking part in a workshop about the MDGs. (Nicolas Josserand, 2010)

FRONT COVER (bottom-right)

UN Volunteers engage with Vietnam Volunteer Information Resource Centre (WIRC) volunteers talk on the steps of the Vietnam Youth Union office in Hanoi. Five UN Volunteers supported the centre, training about 150 people and establishing a trainer-of-trainers network with 70 members. (Harald Franzen, 2013)

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

For more information about UNV, please visit www.unv.org.

