



February 05, 2020

# UNV Online Volunteering Services – Final Project Evaluation

Final Evaluation Report



Presented by:

Halcyon Louis, International Development Consultant  
halcyon.louis@gmail.com



## Acknowledgements

The evaluator acknowledges the support provided by the Executive Coordinator and staff members of UNV Headquarters, the Regional Offices and Field Units for the successful completion of this evaluation. My appreciation and thanks are also extended to the evaluation management and quality assurance team, comprising: Ms Olga Zubritskaya-Devyatkina (Chief, Volunteer Solutions Section); Ms Anna Chyzhkova (Programme Specialist, Onsite and Online Volunteers Solutions); and Ms Sandra Koch (Programme Analyst, Management).

The assistance of Mr Stefan Harrison, Project Analyst is further highlighted for special mention.

## Executive Summary

### Introduction

This report presents the results of the final evaluation of, *A global multi-stakeholder partnership for sustainable development: Online Volunteering and Innovation* (the United Nations Volunteers (UNV) Online Volunteering Services project). The purpose of the evaluation was to clarify and document underlying factors affecting project results and opportunities; highlight unintended consequences; and draw broad lessons learnt.

### The UNV Programme and the OV Services Project

UNV is a sub-organ of the UN system, that is administered by the United Nations Development Programme. Based on its dual mission to promote volunteerism and mobilise volunteers, UNV facilitates volunteerism worldwide through onsite and online volunteerism, in collaboration with global partners across sectors. UNV's OV Services Project was implemented from 2015-2019, with funding from the German Federal Ministry of Economic Cooperation and Development (BMZ) and the UNV Special Voluntary Fund (SVF). BMZ provided financial support for three years, following which the project was funded entirely by SVF.

The aim of the project was to expand the reach of UNV's OV services and explore innovative ways to ensure broad participation by all members of society. Three OV products were developed: i) an OV capacity solution; ii) a ready-made Volunteer Management Platform for the government sector and volunteer-involving organisations; and iii) an Employee Volunteering Solution for corporate employees. Using these

products, UNV pursued new transformative partnerships to sustain the OV modality through cost recovery. In addition, the project aligned its anticipated results with UNV Strategic Framework, 2014 – 2017, and 2018 – 2021, which were both operational during project implementation. Changes to the project's management structure in 2018/2019 also led to adjustments in the project results framework. Consequently, the results of the project entailed facilitating: organisational access to services and service delivery; stakeholder inclusion and participation in innovative volunteer solutions; and the mainstreaming of the OV Services function.

### Evaluation scope and objectives

With a focus on summative and formative elements, the scope of the evaluation covered the entire project implementation period. The specific objectives of the evaluation were to: i) review project performance; ii) generate lessons to inform current and future corporate strategies; and iii) assess UNV's new OV cost recovery model.

### Evaluation Methodology

The technical approach to the evaluation was inclusive and participatory, and was supported by utilisation-focused principles; mixed-methods; and a client-approved evaluation matrix. All categories of relevant project stakeholders were engaged during the evaluation and were selected through purposive sampling (for consultation by interview) and stratified random sampling (for consultation by survey).

There were four limitations to the evaluation: i) resource scarcity; ii) key informant unavailability

or non-response; iii) timing; and iv) language. These limitations were mitigated to ensure the validity of the evaluation results. Further, the evaluation adhered to the international standards of UNEG; UNDP; and OECD-DAC.

## **Main Findings**

### **Relevance:**

Relevance was measured in terms of the extent to which project objectives were consistent with the needs of the intended beneficiaries. From an organisational standpoint, therefore, the project was relevant to the strategic direction of its main financial partners and its clients. Moreover, at the design level, the project's volunteering component responded to the expressed needs of the UNV online volunteers. Yet, there were instances when the project did not fully meet the online volunteer expectations.

### **Effectiveness:**

Project effectiveness measured the extent to which set objectives were achieved and gauged the importance and/ or appropriateness of project results. Based on the aim of enhancing the capacity of host organisations, the project supported efficient service delivery by these entities. The project was not, however, designed to facilitate the long-term enhancement of organisational capacity. Further, in terms of strengthening inclusion and citizen engagement, UNV's OV products were innovative and designed to increase access to volunteerism by marginalised/ underrepresented social groups. UNV's efforts to facilitate inclusion were crowded out, however, by a parallel focus on cost recovery.

In line with its OV Mainstreaming Framework, UNV made notable progress in mainstreaming its OV function. The effectiveness of this process was challenged, however, by regional and

country-level human resource constraints, and inadequate OV ownership across UNV. Nevertheless, the project strategy contributed to results achievement that was moderate to significant., although accurate results reporting was challenged by the configuration of the OV platform, and data generation through Power BI.

### **Efficiency:**

Efficiency was determined by how economically project resources were converted into results. In this regard, while UNV's new cost recovery modality contributed to declining partnerships with host entities, this situation was also influenced by UNV's structural response to the end of BMZ funding, in particular, the dissolution of the OV Project Team. UNV's cost recovery modality responded directly, however, to the need for self-sustaining, best value OV. Yet, as the cost recovery model was inadequately assessed for risks, it contributed to a decline in the added value of the project's volunteering element.

The cost recovery model was conceptually viable. In the evolving market for volunteerism, however, its underlying assumptions had low feasibility. As a result, client uptake of UNV's OV products, combined with the revenue that was generated, was lower than expected. To enhance the OV function, therefore, UNV invested in the transformation of its business processes, to evolve into a modern digital organisation. There has been no indication, however, of the steps that will be taken during this process to ensure quality exchanges between online volunteers and host entities through the online platform.

Of further interest, while UNV is mandated to exclusively support the UN System, its civil society partners have been significant for the operationalisation of the OV modality. CSO

mobilisation and engagement of online volunteers was almost consistent during cost recovery and project mainstreaming. During this period, oversight for project management remained at the level of headquarters to support project continuity during the change in the project's management structure. While there was evidence of progress, particularly in the area of mainstreaming, efficient project management has been challenged, by language barriers and the insecurity of tenure at the level of the Regional Offices (ROs) and Field Units.

#### **Cross-cutting themes:**

The evaluation explored three cross-cutting themes, gender; a rights-based approach; and South-South collaboration. Gender was measured in terms of evidence of gender equality and a lack of discrimination based on sex. The incorporation of a rights-based approach was determined by the enabling of rights-holders to claim their rights and duty-bearers to fulfil their obligations. South-South collaboration was further measured as evidence of technical cooperation between developing nations. UNV, through the OV Services project, was successful in facilitating each cross-cutting theme. The project's success in these areas was not, however, based on a high-level, organisation-specific inclusiveness strategy.

#### **Sustainability:**

Sustainability was measured as evidence of the potential for results to continue beyond project completion. Consequently, the mainstreaming of the project, followed by the OV function, is conducive for sustaining project results. The mainstreaming process has benefited from UNV's regional and country presence. Its success is further dependent, however, on OV ownership across UNV, supported by ongoing communication and collaboration. Moreover, by

reverting to a free OV product, UNV has positioned itself to benefit from its knowledge, experience and branding. Yet, the sustainability of UNV's OV services, as well project results, remains vulnerable to service provision costs and market dynamics.

### **Conclusions, Recommendations and Lessons learned**

#### **Conclusions:**

The OV Services project was challenged by internal organisational factors, as well as external issues. Nevertheless, UNV has demonstrated its resilience to the effects of these challenges, by instituting structural overhaul and encouraging collaborative working, to foster OV service continuity. Further to the lower than anticipated returns from the cost recovery modality, the sustainability of UNV's OV services continues to be a work a progress.

#### **Recommendations:**

**Recommendation 1:** UNV, under the direction of the Executive Coordinator, should continue to facilitate free access to its OV service, in parallel with digital transformation, while engaging in collaborative exploration, to develop and launch a revised cost-recovery modality following the evaluation of the new Business Model (**High priority; Related to all findings**).

The time is opportune for UNV to capitalise on its comparative advantage in branding; knowledge and experience, to develop an evidence-based approach to cost recovery. This modality can be used to generate product solutions that respond directly to UNV's needs and that of the end-users of UNV OV services.

**Recommendation 2:** The Digital Transformation (DT) Project Manager, under the direction of the Executive Coordinator, and with support from the DT Team and DT Board, should revisit the

strategy for digital transformation, to address inefficiencies linked to the quality of the interface between host organisations and online volunteers **(High priority; Related to Finding #2; #10; #15)**.

To ensure the ongoing credibility of UNV's OV services, it is critical for online volunteers to receive the benefits and service quality that they anticipate from the OV modality.

**Recommendation 3:** The Chief of the Executive Office, under the direction of the Executive Coordinator, should institute the Task Force recommendation for inter-divisional collaboration, and engage in regular interface with UNV Sections; the ROs and the Field Units, to continue to facilitate organisational ownership of the OV function **(High priority; Related to Finding #5; #15)**.

It is worthwhile for project management to ensure that the Task Force recommendation for the cross-matrixing of staff is fully institutionalised to support increased operational efficiency through the organisation-wide ownership of the OV modality **(High priority; Related to Finding #5; #15)**.

**Recommendation 4:** The Executive Coordinator, with support from the Senior Management Team, should incorporate the thematic area of inclusiveness into the new UNV Strategic Framework, and delegate the production of an inclusiveness strategy and action plan for application to UNV's peace and development work **(High priority; Related to Finding #13)**.

In support of UNV's mobilisation mandate, as well as its objective to facilitate broader access to volunteerism, it is in the organisation's best interest to develop a targeted strategy and action plan on inclusiveness, to enhance its approach to mobilising online as well as onsite volunteers.

**Recommendation 5:** The Chief of the Executive Office, under the direction of the Executive Coordinator, should review the mainstreaming arrangements for lead generation and service delivery at the RO and Field Unit levels, to address existing limitations in human resource capacity **(High priority; Related to Finding #12; #14; #15)**.

It is worthwhile for UNV to explore the availability of workable human resource solutions at the Field Unit level, in particular, to create increased efficiencies that would allow national staff to better address mainstreamed responsibilities.

**Recommendation 6:** The Executive Coordinator, with the support of VSS and the ROs, should revisit the newly established due diligence process for civil society organisations (CSOs) within one year of its implementation, to explore the possibility of extending partnerships to smaller and/or less established CSOs **(Moderate priority; Related to Finding #13)**.

Although UNV is not specifically mandated to partner with CSOs, it is to the organisation's advantage to continue to explore the possibility of opening partnerships to smaller CSOs, through a simplified and localised due diligence process. CSOs have been the mainstay of OV host entity partnerships with UNV and were almost consistent in the posting of volunteer opportunities during cost recovery.

**Recommendation 7:** The Digital Transformation (DT) Project Manager, under the direction of the Executive Coordinator, and with support from the DT Team and DT Board, should continue to prioritise the improvement of UNV's OV platform to increase the accuracy of data generation and results reporting **(High priority; Related to Finding #3; #4; #6; #7; #8; #10; #11)**.

To mitigate the effects of inaccurate data on UNV's decision-making processes, digital transformation should continue to prioritise the consolidation of data/ systems migration through systems integration and phasing-out, as applicable. As this process is relevant for the removal of observed duplications in Power BI data reporting, it can be used to enhance the configuration of the OV platform.

**Recommendation 8:** UNV, under the strategic direction of the Executive Coordinator, should take steps to offer access to the OV platform in all six UN languages and support this process by increasing the visibility of the OV facility within the UN System in the interest of sustainability **(High priority; Related to Finding #15)**.

In the interest of sustaining project results, UNV OV services should be offered in all six official UN languages to support further outreach to new partners and online volunteers. The process should be supported by increased marketing of the OV facility to prospective clients, and in the

first instance to UN Agencies, in line with the UNV mandate.

**Lessons learned:**

- 1) A long-term financial partnership has the potential to create a safety net for project implementation, but does not, necessarily, allow for results sustainability or the infinite continuation of the project modality.
- 2) Cost recovery mechanisms can be confronted by the disapproval of end-users, but are necessary for reclaiming operational costs that would be otherwise absorbed by limited organisational resources.
- 3) Although cost recovery presents as a viable approach to generating project revenue, its effectiveness can be significantly challenged when there is no assessment of risk.
- 4) Mainstreaming is not an end in itself, but requires ongoing assessment and follow-on action to sustain process efficiencies.



## Acronyms

BMZ	German Federal Ministry of Economic Cooperation and Development
CSO	Civil Society Organisation
DT	Digital Transformation
ECOSOC	United Nations Economic and Social Council
ExO	Executive Office
ICTU	Information and Communications Technology Unit
KPIs	Key Performance Indicators
OECD - DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
OV	Online Volunteering
RBM	Results Based Management
RMMS	Results Management and Measurement Section
ROs	Regional Offices
SDGs	Sustainable Development Goals
SVF	Special Voluntary Fund
ToR	Terms of Reference
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers Programme
USD	United States Dollar
VIOs	Volunteer-Involving Organisation
VKIS	Volunteer Knowledge and Innovation Section
VSO	Voluntary Service Overseas



**Table of Contents**

Acknowledgements ..... i

Executive Summary ..... ii

1. Introduction ..... 1

    1.1 Evaluation Overview..... 1

    1.2 Report Structure..... 1

2. Background and Context..... 2

    2.1 The United Nations Volunteers Programme ..... 2

    2.2 The UNV Online Volunteering Services Project..... 3

        2.2.1 Project emergence and funding ..... 3

        2.2.2 Aim, strategy and specific objectives..... 4

        2.2.3 Expected results..... 4

    2.3 Project management..... 6

    2.4 Evaluation scope ..... 7

    2.5 Evaluation objectives ..... 7

3. Evaluation Methodology..... 8

    3.1 Technical Approach ..... 8

    3.2 Sampling..... 8

    3.3 Implementation and Analysis..... 10

    3.4 Limitations..... 10

4. Main Findings..... 11

    4.1 Overview ..... 11

    4.2 Relevance ..... 11

    4.3 Effectiveness..... 14

    4.4 Efficiency ..... 22

    4.5 Cross-cutting themes ..... 33

        4.5.1 Gender, rights-based approach and South-South collaboration..... 33

    4.6 Sustainability ..... 35

5. Conclusions, Recommendations and Lessons learned..... 38

    5.1 Conclusions..... 38

    5.2 Recommendations ..... 40

5.3 Lessons learned .....	48
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## Exhibits

Exhibit 2.1	SVF Contributions and Programme Expenses, 2015 – 2018.....	2
Exhibit 2.2	OV Services Project – Results and Resources Framework (Abridged).....	5
Exhibit 3.1	Sample sizes – Online Volunteers .....	9
Exhibit 4.1	Project relevance to Host Entities.....	12
Exhibit 4.2	Project relevance to Online Volunteers.....	14
Exhibit 4.3	Project results: Outcome Area 1.....	15
Exhibit 4.4	Project results: Outcome Area 2.....	17
Exhibit 4.5	Number of Online Volunteers versus Posted opportunities, 2015 - 2019 .....	18
Exhibit 4.6	Project results: Outcome Area 3.....	20
Exhibit 4.7	Host Entity Registration Trends, by number of organisations.....	23
Exhibit 4.8	Online Volunteer perceptions of added project value .....	25
Exhibit 4.9	Trend in posted OV opportunities, 2015 - 2019 .....	26
Exhibit 4.10	Host Entity perceptions on cost recovery.....	27
Exhibit 4.11	Online Volunteer comments on OV service quality .....	29
Exhibit 4.12	OV mobilisation, 2015 – 2019.....	31
Exhibit 4.13	Percentage of online volunteers with disabilities, 2015 – 2019 .....	34
Exhibit 4.14	Reasons for registering as a UNV Online Volunteer .....	36

## List of Appendices

Appendix I Terms of Reference .....	51
Appendix II OV Products – Description and Cost .....	59
Appendix III Key Sources of Primary and Secondary Data .....	61
Appendix IV Approved Methodology .....	62
Appendix V Evaluation Criteria.....	68
Appendix VI Theory of Change (Re-visited).....	69
Appendix VII Evaluation Matrix .....	70
Appendix VIII List of Documents Reviewed.....	100
Appendix IX Data Collection Itinerary .....	103

Appendix X List of Key Informants Consulted .....	104
Appendix XI Data Collection Tools/ Protocols .....	108
Appendix XII Survey Results – Quantitative Questions .....	141
Appendix XIII Map of Findings and Recommendations .....	155



# 1. Introduction

## 1.1 Evaluation Overview

1. This evaluation report presents the results of the final evaluation of the corporate project, ***A global multi-stakeholder partnership for sustainable development: Online Volunteering and Innovation*** (hereafter referred to as the UNV Online Volunteering Services project). The UNV Online Volunteering Services project was implemented over the period 2015 – 2019.

2. The evaluation was commissioned by the Volunteer Solutions Section (VSS) of the United Nations Volunteers Programme (UNV), to an independent evaluation consultant, Ms Halcyon Louis, by contractual agreement dated November 20, 2019. Guidance and quality assurance during the execution of the evaluation was provided by the UNV Executive Office.

3. To coincide with the end of the project in December 2019, the purpose of the evaluation was to clarify and document underlying factors affecting the project results and opportunities; highlight unintended consequences (positive and negative); and draw broad lessons learnt. The evaluation comprised summative and formative components, to draw conclusions on project effectiveness (summative component) and provide forward-looking inputs regarding the services and functionalities offered by the project, as well as the capacity to operate the service (formative component).

4. Overall, the evaluation was conducted to support the next stage of intervention by the UNV, in relation to its Online Volunteering Services. The results of the evaluation will also be used to inform the mid-term review of the UNV Strategic Framework, 2018 – 2021 and the development of the new strategic framework.

## 1.2 Report Structure

5. The draft report responds to the terms of reference (ToR) for the evaluation (see Appendix I), and is therefore, structured as follows:

- Section 1 provides an overview of the evaluation and outlines the structure of the evaluation report;
- Section 2 introduces UNV, given its role in administering the UNV Online Service project, and identifies the evaluation object, its main objectives and scope;
- Section 3 draws reference to the evaluation methodology, providing an update to the approved technical approach;
- Section 4 presents the main evaluation findings;
- Section 5 outlines the evaluation conclusions, lessons learned and recommendations; and
- Appendices I to XIII provide supporting material that expands on the report’s main content.

## 2. Background and Context

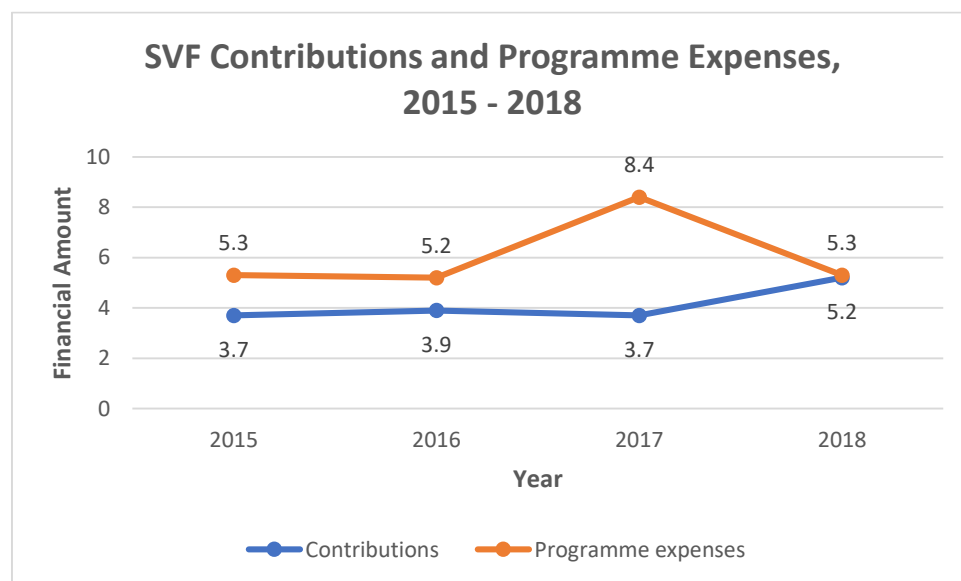
### 2.1 The United Nations Volunteers Programme

6. The United Nations Volunteers Programme (UNV) was established in 1970 by United Nations (UN) General Assembly Resolution 2659. UNV is a sub-organ of the UN system that is administered by the United Nations Development Programme (UNDP) and reports to the UNDP/UNFPA/ UNOPS Executive Board. As of 1995, UNV Headquarters has been located in Bonn, Germany.

7. With a dual mission to promote volunteerism and mobilise volunteers, UNV works to integrate qualified, highly motivated and well-supported UN Volunteers into United Nations efforts, and promotes the value and global recognition of volunteerism. In collaboration with UN Agencies and UN Member States, as well as global partners from across sectors, including the public and private sectors, civil society and academia, UNV has contributed to peace and development through volunteerism worldwide and has committed to the 2030 Agenda for Sustainable Development.

8. Funding for UNV's work in peace and sustainable development is sourced through the UNV Special Voluntary Fund (SVF). The SVF is replenished through voluntary financial contributions that are provided by UN Member States, as well as other funding partners, in particular, country governments and international development organisations. SVF contributions fluctuated during 2015 – 2018, and programme expenses were consistently higher than the contributions that were received (see Exhibit 1.1). In 2018, however, UNV was able to stabilise its SVF reserves at USD\$15 million, and increase its extra budgetary reserves to USD\$28 million, by integrating its financial resources and enhancing its financial management procedures. As a result, it was possible for UNV to establish a one-year operational reserve.

**Exhibit 2.1 SVF Contributions and Programme Expenses, 2015 – 2018**



Source: UNV SVF Report, 2018

9. Over the period 2017 – 2018, UNV established a regional presence by opening Regional Offices (ROs) in five regions: i) Asia and Pacific; ii) Arab States, Europe and Commonwealth of Independent States; iii) East and Southern Africa; iv) West and Central Africa; and v) Latin America and the Caribbean. The ROs have been supported by 60 country-level Field Units. UNV has used its new regional and country presence



to decentralise its decision-making authority, by empowering ROs and Field Units to develop more functional capacities and establish a professionalised workforce. Through its regional and country representation, UNV has been able to get closer to its partners and clients and allow them to engage fully with its products and services.

10. In response to the results of the independent evaluation of the UNV Strategic Framework, 2014 – 2017, UNV initiated a process of internal structural transformation, to align with broader changes within the UN system and adapt to the changing landscape of UN peace and development work. As part of its internal transformation, UNV developed a new business model, the UNV Change Management Transformation Plan, and increased its presence at the regional and field levels. The structural changes within UNV have been used to create and advocate an organisation that is: i) fit for purpose to deliver on its strategic mandate; and ii) able to support UN Member States and the UN System to effectively respond to the 2030 Agenda for Sustainable Development and the Quadrennial Comprehensive Policy Review .<sup>1</sup>

11. UNV facilitates volunteerism worldwide through onsite volunteers and over the internet by online volunteers. In support of its mandate, UNV actively mobilises volunteers from marginalised social groups, which leads to the diversification of its population of volunteers. Mobilisation efforts have, therefore, targeted larger numbers of older persons; persons with disabilities; young person and women

## **2.2 The UNV Online Volunteering Services Project**

### **2.2.1 Project emergence and funding**

12. In 2000, UNV launched an Online Volunteering (OV) Service as a corporate tool for leveraging the transformative effect of the internet throughout the developing world. Through its OV Service, UNV provided a platform for mobilising online volunteers worldwide, to enable them to use the internet to contribute towards and strengthen the impact of peace and development work.

13. From 2000 to 2004, UNV managed the OV Service in partnership with NetAid, a joint initiative between Cisco Systems and UNDP. The aim of the OV Service was to raise awareness and resources to help end poverty by releasing the power of the internet.

14. UNV assumed full managerial responsibility for the OV Service in 2004, following which a new strategic direction for UNV online volunteering was established in 2007. UNV proposed to: i) further integrate online volunteering into development programming; ii) ensure the broader recognition of online volunteering as a volunteering modality for development and peace; and iii) improve the mobilisation of online volunteers.

15. Between 2007 and 2014, significant funding for the OV service was mobilised from four cost-sharing donors, namely, Australia; Belgium; Spain and Ireland, and amounted to 69 percent of the OV service budget. The remaining 31 percent of the budget was acquired from the SVF and extra-budgetary funding. In 2015, UNV launched its OV Services Project with financial support from the German Federal Ministry of Economic Cooperation and Development (BMZ) and the SVF, in the amounts of USD \$2.3 million and USD \$0.5 million, respectively. Funding provided by BMZ and the SVF covered 38 percent of the resources that were required for project implementation.

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<sup>1</sup> As the primary policy instrument of the UN General Assembly, the QPCR is used to define the way the UN development system operates to support programme countries in their development efforts. (<https://www.un.org/ecosoc/en/content/what-quadrennial-comprehensive-policy-review-qcpr>)

16. BMZ support for project implementation was provided for the three-year period, 2015 – 2017, at the end of which a no-cost project extension was approved until July 2018. In 2019, the final year of project implementation, the project was funded entirely by the SVF.<sup>2</sup>

### 2.2.2 Aim, strategy and specific objectives

17. To align with the UNV Strategic Framework, 2014 – 2017, the overall aim of the project was to expand the reach of the UNV online volunteering service and explore innovative ways to ensure broad participation by all members of society. In order to achieve this aim, and sustain its OV services offering, the core strategy of the project involved establishing new operational partnerships and adopting a progressive approach to implementation.

18. As its specific objectives, therefore, the OV Services Project aimed to improve online volunteer mobilisation, in terms of numbers and diversity; and facilitate better service delivery through responsive and innovative online solutions. In line with these objectives, the project offered three products (see sidebar) through a redesigned UNV OV platform.

#### **UNV Online Volunteering Services Project – Products**

**Product A:** Online Volunteering Capacity Solution (UNV traditional offering, with added UNV expertise)

**Product B:** A ready-made Volunteer Management Platform for the government sector and volunteer-involving organisations (New product – Extensions to the Government Sector and Volunteer-involving Organisations-VIOs )

**Product C:** An Employee Volunteering Solution for corporate employees (New product – Extensions to the Private Sector)

Source: UNV OV Services Project Document, 2015

19. In the interest of sustaining its OV services, UNV pursued new, transformative partnerships with diverse agencies, in particular, UN Agencies; government ministries and departments; volunteer-involving organisations; and private sector firms. These partnerships were to be used to harness the power of volunteerism, to support the achievement of international development goals.

20. It was further anticipated that new transformative partnerships would lead to cost recovery through revenue generation. Each OV product was, therefore, designed to be sold to the purchasing organisations based on pricing tiers and/ or bands (see Appendix II). To facilitate cost recovery, UNV actively marketed its OV products with significant support from the ROs and country-based Field Units.

### 2.2.3 Expected results

21. The results that were anticipated from the OV Volunteering Services project were categorised under two broad areas:

- i) Access to services and service delivery, by organisational capacities to deliver public services and disseminate information to communities, and facilitate South-South knowledge exchange; and
- ii) Inclusion and participation of all stakeholders, in particular the disadvantaged, through the piloting and/ or scaling up of innovative volunteer solutions.

22. A Results and Resources Framework was used to articulate the targeted results, as well as indicative project activities and inputs, and the parties responsible for each project implementation component. The

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<sup>2</sup> As of January 2020, the mainstreamed OV function is being funded by UNV Management Funds

Results and Resources Framework was incorporated into the project document and was supported by a work plan that outlined the schedule of project implementation, and an action plan for resource mobilisation. A risk log also provided details of foreseen risks to results achievement and the counter measures that were to be taken.

23. Project results were aligned closely with the UNV Strategic Framework, 2014 – 2017. Programme Outcome 1 of the Strategic Framework was identified as the intended outcome of the UNV OV Service project, and was, therefore, incorporated into the project’s Results and Resources Framework. The expected outcome of the project was identified as improved mobilisation through better delivery and innovative responsive UNV solutions. Two intended outputs of the project targeted enhanced capacities for efficient service delivery within development organisations, and stronger inclusion and citizen engagement.

24. In 2018, following the expiration of the funding agreement with BMZ, as well as changes to the project management structure (see Section 2.2.4), the mainstreaming of core project functions was added to the Results and Resources Framework as another intended output. This adjustment took account of new project deliverables that were approved by UNV Senior Management, to align with the new source of SVF project funding. An abridged version of the Results and Resources Framework, is presented in Exhibit 2.2.<sup>3</sup>

**Exhibit 2.2 OV Services Project – Results and Resources Framework (Abridged)**

Results and Resources Framework	
<p><b>Intended Outcome as stated in the Strategic Framework:</b> Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism</p> <p><b>Expected Project Outcome:</b> Improved UN Volunteer mobilisation by better delivery through responsive and innovative UN Volunteer solutions</p> <p><b>Project Title:</b> A global multi stakeholder partnership for sustainable development: Online Volunteering and Innovation</p>	
Intended Outputs	Output Targets for (Years)
<p><b>Output 1:</b> Development organisations have enhanced capacities in delivering more efficient services</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>– Number and diversity of UN Online Volunteers mobilised</li> <li>– % of organisations and UN Online Volunteers satisfied with their collaboration</li> <li>– % of organisations confirming having enhanced capacities</li> <li>– Number of organisations registered</li> <li>– Resources mobilised</li> </ul>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>– 11,037 UN Online Volunteers (59% female; 62% from South; 62% youth)</li> <li>– Satisfaction: 94%</li> <li>– Capacities: 75%</li> <li>– 2,500 organisations</li> <li>– Cost-sharing: 35%</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>– 22,000 UN Online Volunteers (59% female; 62% from South; 62% youth)</li> </ul>

<sup>3</sup> This version of the Results and Resources Framework excludes the indicative activities, responsible parties and inputs. All items that are included are unchanged from the original source.

Results and Resources Framework	
	<ul style="list-style-type: none"> <li>– Satisfaction: 95%</li> <li>– Capacities: 80%</li> <li>– 3,800 organisations</li> <li>– Cost-sharing: 100%</li> </ul>
<p><b>Output 2:</b> Strengthened inclusion and citizen engagement</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>– Status of pilots (absent; on progress; finalised; approved; launched)</li> <li>– Status of approached partners (not interested; interested; participating; paying)</li> </ul>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>– No diverse volunteering facilities in place</li> <li>– No diverse partners engaged</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>– New service lines and products piloted</li> <li>– 100 partners are engaged</li> <li>– Resources generated</li> </ul>
<b>Output 2.1:</b> OV function mainstreamed and OV project Strategy implemented. OV Project evaluated	

Source: Results and Resources Framework, UNV OV Services Project Document; VSS Workplan

## 2.3 Project management

25. During the BMZ-funded period of project implementation (2015 – 2017), the OV Services project was managed by a dedicated project team that operated out of UNV Headquarters. Based on the initial project design, organisational oversight of the project was the responsibility of the Programme Board, headed by the UNV Deputy Executive Coordinator, with support for project assurance being provided by the Chief of the Results Management Support Section (RMSS).

26. Responsibility for project management was assigned to the Chief of the Volunteer Knowledge and Innovation Section (VKIS). Support for project management was the responsibility of the VKIS Programme Assistant. Day-to-day project implementation was the responsibility of two Output Teams, the Service Delivery Team and the Product Development and Innovation Team. Both teams were accountable to the project manager and were required to work in close collaboration with other UNV sections.

27. The human resource allocation for project implementation was: 1P4; 2P3; 3G7 and 4G6 staff members<sup>4</sup>. As a result of internal change processes, combined with shifting corporate priorities and resource constraints, the project was implemented with adjusted human resource capacity (1P4; 1JPO<sup>5</sup>; 1 G7 and 2G6) across the two Output Teams.<sup>6</sup> During the period of internal structural transformation, as well as the rolling-out of the cost recovery model, a TA (staff on a temporary appointment contract) was recruited to provide additional human resource capacity.

<sup>4</sup> Within the UN System, P4 and P3 refer to staff categories for mid level professionals with a minimum of seven years of experience, G7 and G6 refer to general service staff, who perform administrative, secretarial, clerical or specialised technical task. Higher numbers indicate seniority and a higher pay scale.

<sup>5</sup> JPO – Junior Professional Officer, a young professional with an advanced university degree and a minimum of two years of professional experience

<sup>6</sup> Proposal for SVF Funding (21/01/09); Knowledge Transfer Notes 554315 (02/02/2019)

28. RMMS and VKIS ceased to exist as UNV Sections in 2018. As a result, the project management function for the OV Services project was re-assigned to the Volunteer Solutions Section (VSS). Project assurance, along with results-based management (RBM) became the responsibilities of the Executive Office (ExO), under the lead of the Chief of the Executive Office and Strategic Planning Advisor.

29. From July 2018 to August 2019, human resource capacity within the project teams was reduced significantly, in response to the pending mainstreaming of the core project functions across UNV. In January 2019, responsibility for service delivery (mobilisation of online volunteers; product marketing and sales; organisation screening; the fielding of partner enquiries; support for the preparation of opportunities, etc.) was mainstreamed to the regional offices. The functions were specifically delegated to national UNV volunteers in UNV RO locations (with the exception of Latin America and the Caribbean), who had been recruited to support the mainstreaming effort. In August 2019, the remaining OV Services Project team member at UNV Headquarters officially handed over the responsibilities of the project to VSS.

## **2.4 Evaluation scope**

30. The scope of the evaluation covered the period of implementation for the UNV Online Volunteering Services project, which extended from December 1, 2015 to December 31, 2019. In accordance with the ToR, the evaluation contained summative elements, pertaining to project performance and lessons learned, and formative elements, in the form of forward-looking recommendations for strategic policy review and formulation. To inform the evaluation scope, data was collected from primary and secondary sources (see Appendix III)

## **2.5 Evaluation objectives**

31. As its main objective, the evaluation was commissioned to conduct an independent final evaluation and prepare a respective evaluation report on the OV Services project, outlining performance in relation to outcomes and outputs as per Project Document.

32. The specific objectives of the evaluation were to:

- Review the performance of the project
- Generate lessons to inform current and future corporate strategies; and
- Assess the UNV OV service's new cost recovery model

(ToR, Section 2, p. 6).

## 3. Evaluation Methodology<sup>7</sup>

### 3.1 Technical Approach

33. To adhere to standard UNEG and UNDP<sup>8</sup> guidelines for evaluations, the technical approach to the evaluation was inclusive and participatory, and was supported by utilisation-focused principles; mixed-methods; and a client-approved evaluation matrix. An inclusive and participatory approach was used to engage all categories of relevant project stakeholders in the design and execution of the evaluation, to ensure that it was pragmatic and ethical. Evaluation stakeholders were, therefore recognised as key informants of the project of focus. The inclusive and participatory approach was further used to support the collection of better-quality data, for increased accuracy during analysis and results interpretation; the formulation of appropriate recommendations; and increased potential for the uptake of the evaluation results.

34. As a complement to the inclusive and participatory approach, utilisation-focused principles were applied to the evaluation to ensure that it was owned by its intended end-users. As the evaluator was responsible for final data analysis, and results synthesis and interpretation, the evaluation was designed to maintain its independence and impartiality.

35. Mixed-methods, comprising qualitative and quantitative techniques, were used to appropriately collect and analyse the type of data that was required and/ or generated during the evaluation. The use of mixed-methods, therefore, supported enhanced data collection and analysis, and increased results credibility through the cross-validation of data from multiple sources.

36. A client-approved evaluation matrix articulated the key evaluation questions, as mapped onto the main evaluation criteria. In line with the ToR, the evaluation matrix outlined four evaluation criteria (relevance; effectiveness; efficiency and sustainability). Three additional criteria, cross-cutting themes (gender; rights-based approach; South-South collaboration); lessons learned and recommendations, were incorporated into the evaluation matrix to further explore the established project targets and address the emphasis placed by the project on learning and strategic planning. The evaluation criteria were informed by ToR specifications and the definitions advanced by the OECD-DAC (see Appendix V).

### 3.2 Sampling

37. Purposive sampling based on a sequential approach was used to select documents and stakeholders/ key informants of relevance to the evaluation. As this approach to sampling is structured around the main evaluation criteria and questions, it supported greater accuracy and preciseness during data collection. By applying a sequential approach to the sampling process, data collection evolved alongside emergent findings, as it was reintroduced when required to engage additional data sources.

38. All documents of relevance for this evaluation were included in the desk review sample, subject to their availability. The selection of key informants for consultations was based on the criterion, *category of project stakeholder*. Key informants were selected from four categories: i) the online volunteers; ii) UNV

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<sup>7</sup> This section provides a summary of the approved evaluation methodology, including adjustments that were made at the time of implementation. The detailed evaluation methodology is presented in Appendix IV.

<sup>8</sup> United Nations Evaluation Group; United Nations Development Programme

personnel; iii) the external donor agency;<sup>9</sup> and iv) the host entities/ project partners.<sup>10</sup> Interviews were conducted with UNV personnel and electronic surveys were administered to online volunteers and the host entities.

39. To accord with the purposive approach to sampling, there was no numerical limit on the number of key informants who were consulted by interview. Given the large number of online volunteers and host entities, however, pre-determined sampling criteria were used to establish an appropriate sample size for each stakeholder category, to increase data reliability and results accuracy.

40. Stratified random samples of online volunteers and host entities were selected based on a 95% confidence level (5% margin of error) using Qualtrics software. The main criteria used to select the online volunteers were: i) completion of assignments (as indicated by the status of being rated or certified); ii) gender; iii) geographic location, with emphasis on the North-South divide; and iv) disability status. The main criteria used to select host entities/ project partners was a longstanding partnership between these organisations and UNV (i.e. partnerships that extended beyond the four-year project lifecycle).

41. In response to the accessibility of data on each category of key informant, as well as the need to remove duplicate data, the sample sizes estimated during the Inception Phase were revisited. The selection criteria were first used to establish two populations of key informants (online volunteers and host entities/ project partners), from which the final samples were selected (see Exhibit 3.1).

**Exhibit 3.1 Sample sizes – Online Volunteers**

Stratification criteria		Description	Population	Sample size
<b>Online Volunteers</b>				
1.	Gender	Male	2740	338
		Female	5086	358
2.	Geographic location	Global North	3001	341
		Global South	4809	356
3.	Disability Status	Persons living with a disability	226	143
		No disability	7616	366
<b>Total</b>			<b>23,478</b>	<b>1,902</b>
<b>Host Entities/ Project Partners</b>				
1.	Longstanding partnership with UNV		594	234
<b>Total</b>			<b>594</b>	<b>234</b>

Source: Calculated using data from UNV BI Database, 2019

<sup>9</sup> The external project donor was not available for consultation.

<sup>10</sup> Host entities/ project partners that were approached during data collection were selected from all entities that were registered as organisational partners during the project cycle, including: UN Agencies; civil society organisations; volunteer-involving organisations and private sector firms.

### **3.3 Implementation and Analysis**

42. The evaluation was implemented over five distinct phases: Inception; Data collection; Data analysis and synthesis; Reporting; and Assignment management.

43. The Inception Phase was used as an initial interface between the evaluator and UNV to inform the key deliverable of this phase, the Inception Report and Work Plan. This report outlined the client-approved evaluation methodology and associated methods, for use in guiding all evaluation activity.

44. Data was collected from two sources: documents and key informants. All documents were subject to in-depth desk review and were guided by the key evaluation questions. Key informants were engaged by interview; electronic exchange; or electronic survey, which were guided by client-approved data collection protocols (see Appendix IX for a list of key informants who were consulted). A total of 45 key informants were consulted (24 women; 21 men), and the response rate for the survey of online volunteers and host entities/ project partners was 21 percent and 13 percent, respectively.

45. Data analysis was conducted through four methods descriptive; content; quantitative and comparative analyses. A descriptive analysis was used to facilitate understanding of the UNV OV Services project, followed by a content analysis of documents and interview notes, to identify emerging issues and themes. This process was supported by the quantitative analysis of survey data, as well as quantitative data extracted during desk review. A comparative analysis was used to generate the main evaluation findings across the emergent themes, as well as identify examples of good practice and lessons learned, and establish the main recommendations of the evaluation.

46. As part of the reporting process, preliminary findings were shared with UNV for review and comment, which were used to inform the draft evaluation report. Ongoing communication between the evaluator and UNV was further used to ensure quality and inform UNV of progress made during the evaluation.

### **3.4 Limitations**

47. The evaluation was limited by four factors: i) resource scarcity; ii) key informant unavailability for consultation or non-response to the same; iii) timing; and iv) language.

48. Resource scarcity is a common challenge faced by evaluations, given the constraints of time and the insufficiency of human and financial resources for engaging all persons involved in a given intervention. In the interest of mitigation, purposive sampling through a sequential approach was used to ensure that data collection was anchored in the key evaluation questions. This approach allowed for the targeted identification of key informants, as well as ongoing data collection through the evaluation, to support increased accuracy during data collection and analysis, and results synthesis.

49. As the evaluation was scheduled immediately before the December/ January holiday period, there were instances where key informants were unavailable for consultation or did not respond to consultation requests. As a mitigation measure, with the support of UNV, key informants were encouraged to participate in data collection upon their return to office. The survey to host entities/ project partners was also re-opened for an additional week, in the effort to mitigate its low response rate. Automated reminders were also programmed into both surveys to encourage completion.

50. Given the constraints of time, the evaluation was conducted in English. In order to mitigate this limitation, data collection also engaged key informants whose first language was not English.



## 4. Main Findings

### 4.1 Overview

51. This section of the report presents the main evaluation findings in Sections 4.1 to 4.6, in line with five evaluation criteria: relevance; effectiveness; efficiency; cross cutting themes (gender; rights-based approach; and South-South collaboration); and sustainability. All evaluation criteria are based on standard OECD-DAC<sup>11</sup> definitions and have been informed by the evaluation ToR and the client-approved Inception Report and Work Plan.

### 4.2 Relevance

52. The relevance of a development intervention is defined as the extent to which its objectives are consistent with the requirements of the intended beneficiaries. Within the context of the UNV OV Services project, the beneficiary targets for project implementation activities are: UNV; the donor agency; the host entities/ project partners and the UNV online volunteers. For this evaluation, project relevance was determined through an in-depth analysis of relevant project documentation, which was supported by interviews with UNV staff; and electronic surveys to the host entities and online volunteers.

**Finding 1: From an organisational standpoint, the UNV OV Services project has been relevant to the strategic direction of its main financial partners and clients.**

53. As the main funding sources for the UNV OV Services project, BMZ and UNV established a financial partnership to support project activities over the four-year project cycle. To the extent that UNV host entities were required to pay for access to project services during the implementation of the cost recovery modality/ model, their dual role is understood, here, as UNV clients and the host organisations for UNV online volunteers and OV assignments.

54. The review of relevant project documents and related websites, supported by key informant consultations, has shown that the OV Services project was strongly relevant to the strategic direction of BMZ and UNV. As BMZ was the main project donor from 2015 to 2017, it is to be acknowledged that Germany has committed firmly to the achievement of the 2030 Agenda for Sustainable Development. In general, the 2030 Agenda has aimed to reduce global poverty and inequalities, while facilitating peace and development through collaboration. It is of importance, therefore, that BMZ has actively engaged in development cooperation through international partnerships to combat poverty and address social, economic and environmental challenges associated with poverty; conflict; and a lack of democracy. By default, the OV Services project aligned directly with BMZ's objectives and principles for development cooperation.

55. Project design was informed, significantly, by UNV's institutional strategy. The OV Services project was developed in direct alignment with UNV Strategic Framework, 2014 – 2017, which prioritised five areas of development intervention, to support a transformational and cumulative effect of volunteerism on peoples' lives. Of note, therefore, Programme Outcome #1 of UNV Strategic Framework, 2014 – 2017 was incorporated into the Results and Resources Framework of the OV Services project as its intended outcome.

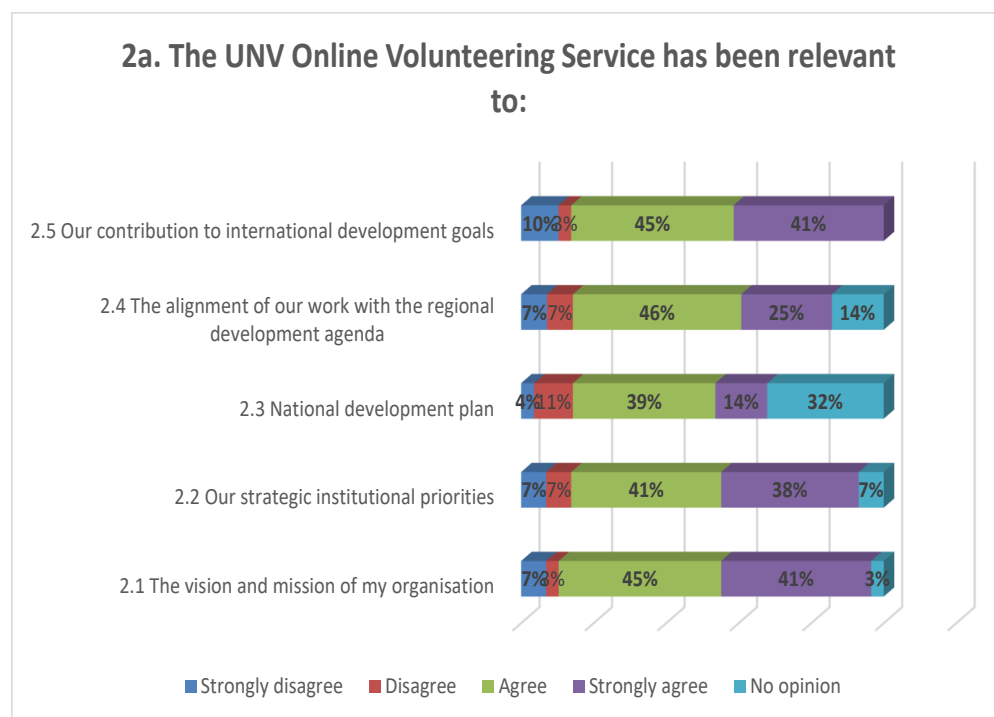
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<sup>11</sup> Organisation for Economic Co-operation and Development – Development Assistance Committee

56. UNV Strategic Framework, 2018 – 2021 was also instituted during the project cycle, and was designed to build on the objectives of the preceding strategic framework. As the new strategic framework has advocated the integration and use of volunteerism to enable Member States to deliver on the 2030 Agenda, by focusing on volunteer mobilisation and better service delivery, the OV Services project provided continued support for UNV’s strategic priorities.

57. Similarly, survey responses from the host entities confirmed the strategic relevance of the project to their organisations. As illustrated by Exhibit 4.1, host entities from across sectors, including the UN System; civil society; and the public sector, indicated that the services provided through the project contributed to their strategic organisational priorities (see Exhibit 4.1).

**Exhibit 4.1 Project relevance to Host Entities**



Source: Calculated from Survey of Host Entities/ Project Partners

58. Notably, 45 percent of the survey respondents<sup>12</sup> agreed that the project was relevant to the strategic priorities of their organisations, with an additional 38 percent expressing a strong agreement with this view. Further, 45 percent of the respondents agreed that the project was relevant to their organisational vision and mission. The project was also identified as providing support for host entity contributions to international development goals, as agreed by 45 percent of the survey respondents, and an additional 41 percent, who strongly agreed with this view. Project activities were also noted as having contributed to regional development agenda (46 percent of respondents in agreement; 25 percent of respondents in strong agreement).

59. Of interest, the percentage of survey respondents who had no opinion on the contribution of the project to national development plans and regional development agenda was high at 32 and 14 percent,

<sup>12</sup> As indicated by the main Finding, the survey respondents refer to host entity organisations that participated in the 2015 – 2018 OV Service project

respectively. It is concluded, here, that these respondents were engaged in development work that did not, necessarily, align strategically with national or regional development objectives. This does not, however, negate the general importance of the project for organisational development priorities.

**Finding 2: At the design level, the volunteering component of the project has had the comparative advantage of responding directly to the expressed needs of the UNV online volunteer community. Project implementation has, however, deviated from fully meeting online volunteer expectations of benefits.**

60. In 2014/ 2015 UNV commissioned an evaluation on the impact of its OV service,<sup>13</sup> to identify its strengths and areas that were perceived to need further enhancement. The views of UNV online volunteers, as well as other relevant OV stakeholders, were engaged during this process, to document experiences and levels of satisfaction with the UNV OV.

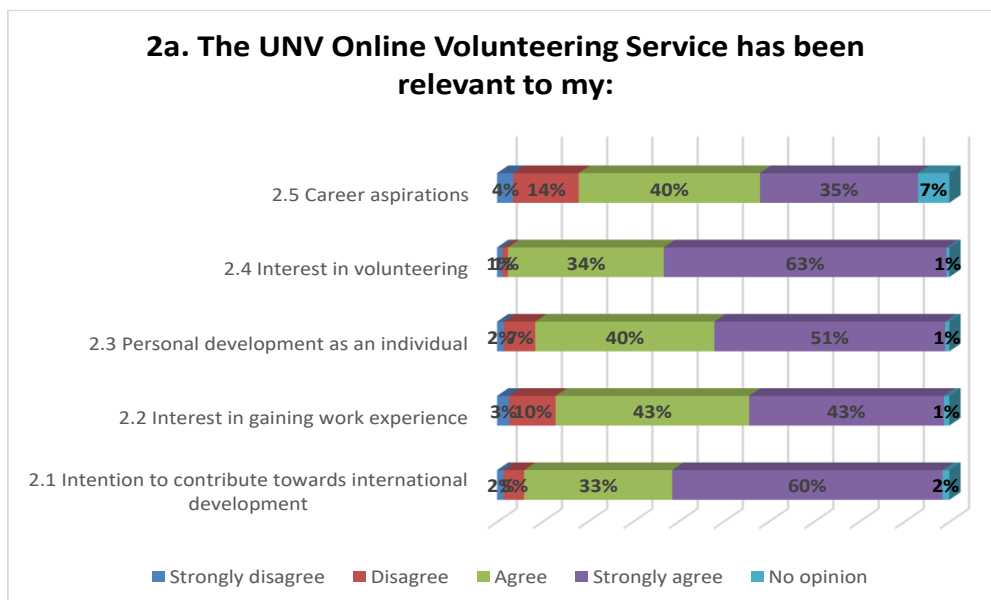
61. Stakeholder feedback, including that provided by the online volunteers, was used to inform the development of the OV Services project. To its comparative advantage, therefore, the volunteering element of UNV's OV Services project responded directly to the views and needs expressed by the online volunteers. Consequently, it is not surprising that the results of the 2017 User Satisfaction Surveys indicated that 43 percent of online volunteers rated their overall level of satisfaction with UNV OV Services as good, and a further 25 percent rated their satisfaction as being excellent. Further, Online volunteer dissatisfaction with the OV services was low, as 6 percent of the survey respondents rated the services as poor and 3 percent, as very poor. Although these ratings reflected the views of a small percentage of online volunteers, they are critical, as they suggest that not all online volunteers believed their needs were being met by the OV services at the time of the survey.

62. It is interesting, therefore, that the results of the current evaluation also point towards online volunteer perception of unmet needs. Notably, the community of online volunteers is quite diverse and harbours multiple needs and expectations. On the one hand, the percentage of survey respondents, from the UNV OV community, who strongly agreed that the project was relevant to their needs and aspirations, was moderate to high, ranging from 35 to 62 percent (see Exhibit 4.2).

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<sup>13</sup> See Appendix VII., Broers, R., 2015.

**Exhibit 4.2 Project relevance to Online Volunteers**



Source: Calculated from Survey of Online Volunteers

63. . On the other hand, included among the challenges identified by the online volunteers relative to the project was non-certification at the end of their online assignment. The question that arises, in response, is whether the OV Services project has fully met the needs, and in effect, provided the reciprocal benefits that are anticipated by the online volunteers.

64. Indeed, the general understanding of volunteerism is that the services of the volunteer are offered freely, with no expectation of payment. As an exception, where pre-existing conditionalities are established by host organisations or facilitating agencies, onsite volunteers might receive a stipend in return for their services. It is worth noting that these conditionalities were not incorporated into the OV Services project.

65. Yet, as indicated in Exhibit 4.2 significant percentages of survey respondents have volunteered their services online in anticipation of gaining work experience to further their career. It is not inconceivable, therefore, that online volunteers aspire towards certification as proof of their contribution, for use in advancing their careers. From an ethical perspective, in the interest of the relevance of UNV OV to the needs of the online volunteers, the question to be asked is, if online volunteers are not provided with a stipend, should certification become mandatory once assignments are completed to host entity satisfaction. Moreover, there is an issue of how this process could be best facilitated.

**4.3 Effectiveness**

66. Effectiveness is determined by the extent to which a development intervention has achieved its set objectives or has made progress towards achieving the same. The process of measuring effectiveness levels is also used to determine the importance and/ or appropriateness of the targets that were established. In gauging the effectiveness of the OV Services project, the evaluation has been guided by the revisited project theory of change, as articulated in the client-approved Inception Report and Work Plan. The revisited theory of change was informed by the Results and Resources Framework for the project (see Exhibit 2.2), which established target results and baseline measures. Data for determining project

effectiveness was collected during key informant consultations with UNV staff; electronic surveys to host entities/ project partners and online volunteers; and in-depth document review.

**Finding 3: The OV Services Project has supported efficient service delivery by development organisations worldwide. It was not, however, designed to facilitate the long-term enhancement of organisational capacity (Outcome 1).**

67. In line with Outcome 1 of the re-visited project theory of change<sup>14</sup>, the UNV Online Services project has provided support for global development initiatives by facilitating connections between online volunteers have indicated that the project enabled collaborative work between both parties in diverse intervention areas, such as administration; project development and management; and technology development (see Appendix XII, A1.4 and B#1.6).

68. The measures of performance within this results area have centred on increased demand for quality OV services through UNV, as well as the enhancement of the online platform and the recovery of cost. To support the accurate measurement of project performance, baseline measures and achievement targets were further established.

69. Results that were made available to the evaluation indicate that UNV made good progress towards achieving the targets that were established at project inception, including surpassing its baseline measures for mobilising female online volunteers and young persons; as well as generating the satisfaction of host entities and enhancing their internal capacities (see Exhibit 4.3).

**Exhibit 4.3 Project results: Outcome Area 1**

Expected Outcome	Outputs	Baselines	Targets	Project results (June 2018)
<b>Outcome 1:</b> Development organisations have enhanced capacities in delivering more efficient services	<b>Output 1.1:</b> Demand generated for UNV OV Services	<ul style="list-style-type: none"> <li>11,037 UN online volunteers mobilised</li> <li>- 59% female</li> <li>- 62% from South</li> <li>- 62% youth</li> </ul>	<ul style="list-style-type: none"> <li>22,000 UN online volunteers mobilised</li> <li>- 59% female</li> <li>- 62% from South</li> <li>- 62% youth</li> </ul>	<ul style="list-style-type: none"> <li>17,893 UN online volunteers mobilised*</li> <li>- 60% female</li> <li>- 59% from South</li> <li>- 67% youth</li> </ul>
	<b>Output 1.2:</b> Quality OV services delivered	<ul style="list-style-type: none"> <li>95% of organisations and UN Online Volunteers satisfied with their collaboration</li> </ul>	<ul style="list-style-type: none"> <li>94% of organisations and UN Online Volunteers satisfied with their collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction: 97/98%</li> </ul>
		<ul style="list-style-type: none"> <li>80% of organisations confirm having enhanced capacities</li> </ul>	<ul style="list-style-type: none"> <li>75% of organisations confirm having enhanced capacities</li> </ul>	<ul style="list-style-type: none"> <li>Capacities: 95%</li> </ul>
	<b>Output 1.3:</b> OV Platform revamped	<ul style="list-style-type: none"> <li>2,500 organisations registered</li> </ul>	<ul style="list-style-type: none"> <li>3,800 organisations registered</li> </ul>	<ul style="list-style-type: none"> <li>3,648 organisations</li> </ul>

<sup>14</sup> See Inception Report and Work Plan, p. 7; Outcome 1 corresponds to Output 1 of the projects Results and Resources Framework

Expected Outcome	Outputs	Baselines	Targets	Project results (June 2018)
	<b>Output 1.4:</b> Cost recovery of OV services	<ul style="list-style-type: none"> <li>Cost-sharing: 35%*</li> </ul>	<ul style="list-style-type: none"> <li>Cost-sharing: 100%*</li> </ul>	<ul style="list-style-type: none"> <li>Cost-sharing: 93%*</li> </ul>

\* Results recorded for Year 2017

Source: Final Donor Project Report, January 2019

70. There are several issues, however, that are worth noting. First, in two results areas, specifically, host entity satisfaction; and perception of enhanced internal capacities, the established quantitative targets were lower than the baseline measures. Discussions at the level of UNV Headquarters has indicated that the lower targets were established to align with the gradual progress that is anticipated during project implementation. The logic of this reasoning is called into question, however, as the project document, including its Results and Resources Framework was established for the entire project cycle, and therefore, should have reflected the final targets that were to be attained in each results area.

71. Second, given the change in project donor (from BMZ to SVF) in 2019, there was a change in focus relative to the target results areas of the project. Specifically, the mainstreaming of the OV service function was added to the Results and Resources Framework as a priority area for 2019. While UNV was successful in achieving this target, the baseline measures and target results of the Final Project Report, dated January 2020, do not align with those outlined in the initial project document. They align, instead with the indicators of the UNV Strategic Framework, 2018 – 2021, as well as activities listed in the VSS Work Plan, given the mainstreaming of the OV function into UNV work processes.<sup>15</sup> It has been a challenge to the evaluation, therefore, to trace the progress made by the project as of its December 2019 end-date against its original results.

72. Third, the accuracy of the figures for online volunteer mobilisation is called into question. The registry of online volunteers that has been compiled from the UNV OV platform (the Power BI database) includes repeated details for online volunteers who register for more than one assignment in a given year, leading to data inaccuracy. This is a particular challenge that was acknowledged by UNV at the outset of the evaluation. Nevertheless, further to the results of the 2017 User Satisfaction Survey, host entities engaged during the current evaluation indicated their general satisfaction with the contributions of the online volunteers.

73. Fourth, the opportunities that are posted by host entities reflect short-term assignments, which require support that is either unavailable or in limited supply within host organisations. Online volunteers are, therefore, engaged for short, time-sensitive assignments in response to emergent gaps in organisational capacity. The emergent question, therefore, is whether the UNV OV Services project contributed to the enhancement of organisational capacities or whether it supported the provision of short-term solutions to identified operational needs. Indeed, the response to this question is critical for clarifying the role of each host organisation, and managing the expectations of the online volunteers. Moreover, it can be used to inform discussions with host entity organisations on the need for their administrators to respect agreed rules for volunteer management (based on their partnership with UNV).

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<sup>15</sup> The Final Project Report indicates that the goals to be achieved by the project end-date were broadly articulated in the proposal for SVF funding.

**Finding 4: While UNV invested significantly in creating innovative product solutions to increase access to volunteerism by marginalised or underrepresented social groups, the intention towards inclusiveness and citizen participation was crowded out by efforts to facilitate the cost recovery modality (Outcome 2).**

74. In response to the results of the 2014/2015 Impact Evaluation, UNV acknowledged the need to expand its OV service, to support increased volunteerism among social groups that were traditionally marginalised and/ or had low access to opportunities to volunteer their services. UNV’s intervention efforts informed Outcome 2 of the Results and Resources Framework for the OV Services project.

75. As indicated in Section 2 (see paragraph 18), UNV launched two new OV products alongside its traditional OV service: i) Extensions to the Government Sector and VIOs through a Volunteer Management Platform; and ii) Extensions to the Private Sector, in the form of an Employee-Volunteering Solution. Moreover, all OV products were marketed for sale under the cost recovery modality/ model, which was designed to offer each product at competitive prices, based on perceptions of client capacity-to-pay (see Appendix II).

76. Exhibit 4.4 summarises UNV’s progress towards achieving target results under Outcome 2.

**Exhibit 4.4 Project results: Outcome Area 2**

Expected Outcome	Outputs	Baselines	Targets	Project results (June 2018)
<b>Outcome 2:</b> Strengthened inclusion and citizen engagement	<b>Output 2.1:</b> New service developed for operations and new opportunities created for volunteers	<ul style="list-style-type: none"> <li>No diverse volunteering facilities in place</li> </ul>	<ul style="list-style-type: none"> <li>New service lines and products piloted to diversify volunteering facilities</li> </ul>	<ul style="list-style-type: none"> <li>New service lines and products piloted</li> </ul>
	<b>Output 2.2:</b> New products created for new clients	<ul style="list-style-type: none"> <li>No new products*</li> </ul>	<ul style="list-style-type: none"> <li>New products piloted to diversify partnerships</li> </ul>	<ul style="list-style-type: none"> <li>New products piloted</li> </ul>
	<b>Output 2.3:</b> Community engaged through communication, coalitions and dialogue	<ul style="list-style-type: none"> <li>No diverse partners engaged</li> </ul>	<ul style="list-style-type: none"> <li>100 partners engaged</li> </ul>	<ul style="list-style-type: none"> <li>9 partners engaged</li> </ul>
	<b>Output 2.4:</b> UNV’s funding sources diversified through innovation	<ul style="list-style-type: none"> <li>No diversified funding sources*</li> </ul>	<ul style="list-style-type: none"> <li>Resources generated</li> </ul>	<ul style="list-style-type: none"> <li>Resource generation plan developed; implementation being prepared</li> </ul>

\*Baseline assigned during evaluation

Source: Final Donor Project Report, January 2019

77. While UNV achieved noted success in creating and launching its new fee-for-service products, it was less successful in reaching its target of 100 new partnerships. As a result, the product extensions to

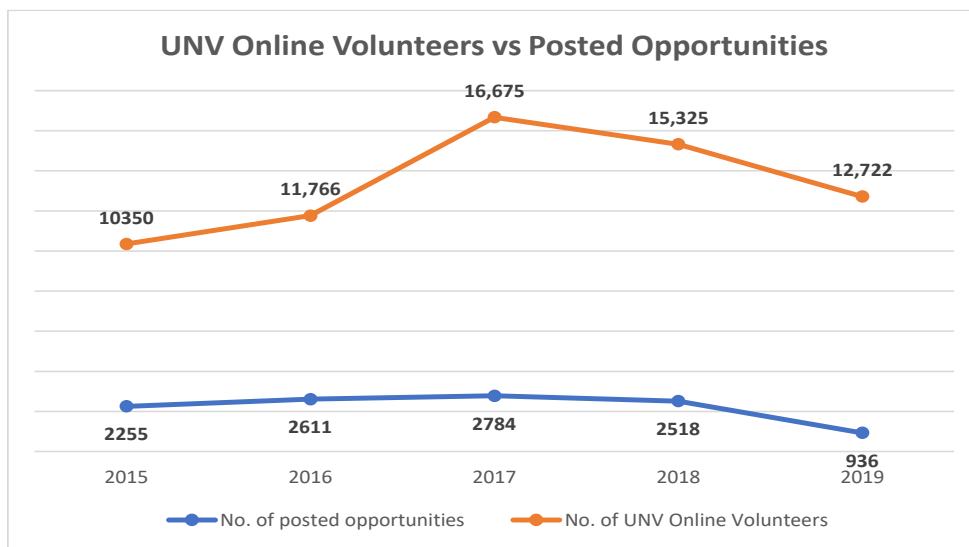
governments/ VIOs and the private sector were discontinued in November 2019 and UNV reverted to offering a free OV Service product in January 2020.<sup>16</sup>

78. Document review, supported by consultations with UNV staff and external project stakeholders, has shown that there are several issues to consider, here. First, it is of importance that Outcome 2 was established to enable increased citizen inclusion and engagement through easier (and increased) access to volunteerism opportunities. The merits of this approach are well-documented, as allowing citizens to have a say in the development process contributes to their empowerment; well-being; and quality of life.<sup>17</sup>

79. Project implementation efforts in this results area focused, almost exclusively, however, on cost recovery through product development; partnership creation; and funding diversification. There was less emphasis on the measures that were to be taken to: i) encourage uptake by project partners; and ii) ensure that product usage generated greater inclusiveness and citizen engagement. As a result, there was an implied linkage between project outputs, supported by indicators of performance, and the target outcome. The emphasis placed on cost recovery, therefore, served to crowd out efforts to facilitate outcome achievement.

80. Second, drawing on the above observation, project implementation under Outcome 2 assumed automated product uptake by host entities in response to community engagement (through communication, coalitions and dialogue). There was a similar assumption of continued registration by online volunteers. Importantly, however, the number of UNV online volunteers who were available for new assignments<sup>18</sup> consistently exceeded the number of posted volunteer opportunities over the project cycle (see Exhibit 4.5).

**Exhibit 4.5 Number of Online Volunteers versus Posted opportunities, 2015 - 2019**



Source: UNV Power BI database, 2019

<sup>16</sup> Interoffice memorandum, 29 November 2019

<sup>17</sup> UNDP Global Centre for Public Service Excellence, 2016

<sup>18</sup> Reference to the availability of online volunteers makes allowances for observed discrepancies in the Power BI database in relation to the number of registered volunteers. As an example, there are repeated entries of individual details for any given year, suggesting that online volunteers expressed interest in more than one opportunity.



81. The implication, here, is that the uptake of the new products would not have necessarily led to increased citizen engagement, as: i) the number of OV opportunities has been consistently lower than the number of online volunteers who have been available to engage in assignments; and ii) many (if not all) assignments are of short duration, so a given online volunteer can engage in more than one assignment in any calendar year. Indeed, both trends have been observed since 2000, prior to the 2015 project start-date.

82. In addition, under the cost recovery modality, it was permissible for paid subscriptions to carry over into the next year, where applicable. It was not mandatory, in consequence, for host entities to create a designated number of OV opportunities in any given year to absorb available online volunteer capacity. The implication for the OV Services project is still applicable, here, as the availability of new products would not automatically facilitate increased uptake by host entities, more opportunities for volunteerism and increased citizen engagement.

83. Third, the uptake of OV products by host entities has been contingent on more than one factor. Further to individual or divisional interest in UNV's OV services and product offerings, decision-making on service subscription has been a matter to be addressed by senior organisational staff. Affirmative decisions would have then been relayed to divisions responsible for procurement and finance, to finalise purchase arrangements. In essence, it is important to note that product uptake, with the implications for opportunity creation and inclusive citizen engagement, is subject to bureaucratic approval processes that vary in complexity and duration.

**Finding 5: UNV has made notable progress in its efforts to mainstream the OV function across the organisation, in line with its OV Mainstreaming Accountability Framework. The effectiveness of the mainstreaming process has been challenged, however, by human resource constraints at the regional and country levels, and inadequate OV ownership across UNV Sections (Outcome 3).**

84. Pending the end of the no-cost extension to the OV Services project in December 2018, UNV conducted a Task Force enquiry on OV Mainstreaming, to effectively integrate OV project management and implementation procedures into existing workplace functions. In response to the recommendations of the enquiry, UNV developed an OV Mainstreaming Accountability Framework to inform the mainstreaming of the core project functions across the organisation. This process was supported by the appointment of contact persons within UNV Sections and the Regional Offices (ROs), to ensure knowledge transfer; collaboration; and communication for effective mainstreaming.

85. A 12-month transitional period was also established as a learning period, to allow for seamless transition.<sup>19</sup> A key element of the transition was the Handover Process, which was facilitated by the former OV Team to create built organisational capacity to manage project activities. Outcome 3, with its focus on mainstreaming, was incorporated into the Results and Resources Framework of the project to guide the monitoring of results achievement and signify the change of organisational priority and the main project donor. Project results achieved under this outcome area are presented in Exhibit 4.6.

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<sup>19</sup> During actual implementation, the duration of the transitional period for mainstreaming was seven months in the West and Central Africa Region and two months in the East and Southern Africa Region.

**Exhibit 4.6 Project results: Outcome Area 3**

Expected Outcome	Outputs	Baseline *	Targets	Project results (December 2019)
<b>Outcome 3:</b> Mainstreamed OV service function across UNV processes	<b>Output 3.1:</b> OV Project exit strategy and transition plan for OV mainstreaming developed and implemented	<ul style="list-style-type: none"> <li>• OV service function managed by OV team</li> </ul>	<ul style="list-style-type: none"> <li>• Mainstreamed OV service function</li> </ul>	<ul style="list-style-type: none"> <li>• OV service function mainstreamed across UNV through delegation of responsibilities and investment in human resource capacity:                             <ul style="list-style-type: none"> <li>– 6 national volunteers @ 1 per RO</li> <li>– 1 onsite volunteer at UNV Headquarters</li> </ul> </li> </ul>

\*Baseline assigned during evaluation

Source: Volunteer Solutions Section, 2019

86. The results of the project reflect UNV’s success in mainstreaming its OV Services project during the final year of project implementation. Moreover, UNV has continued to invest in mainstreaming beyond December 2019, to ensure the full integration of the OV function organisation-wide.

**RO responsibilities – OV Mainstreaming**

- Lead generation at regional and country levels
- OV mobilisation and service delivery
- Due diligence of OV service users and partner organisations;
- Integrating OV platforms into regional and country Volunteer Infrastructure offering;
- OV application functionalities
- Inputs to corporate OV reports for the UNV Strategic Framework and the Integrated Results and Resources Matrix.

Source: OV Mainstreaming Accountability Framework, 2019

87. Notably, the responsibilities of lead generation; online volunteer mobilisation; and service delivery at the regional and country levels, were delegated to the ROs, supported by the Field Units. This role was a continuation and expansion of previous support provided by these entities to the project. The rationale for this approach was also based on the lower operational costs that were required, and the comparative advantage of the proximity of the ROs and Field Units to prospective regionally- and country-based clients.<sup>20</sup>

88. To this end, UNV appointed additional human resource capacity at the regional level, in the form of one national volunteer per region, to enable the ROs to address OV service responsibilities effectively. International UN University/ Youth Volunteer positions were also established at UNV Headquarters to support this process, including the filling of a vacant national volunteer position that had arisen in one region.

89. Despite the increase in human resources, key informant consultations, corroborated by document review, have indicated that national volunteers at the regional level (who are assigned to work in specific countries) have been challenged by the extent of their new workload. The evaluation has found that, in

<sup>20</sup> Task Force on OV Mainstreaming, Final Report

addition to working towards quantitative targets for revenue generation and partnerships, and online volunteer mobilisation, the national coordinators have had to adhere to set timelines to resolve all enquiries and requests for assistance.

90. While it cannot be denied that ROs supported lead generation for OV prior to mainstreaming, it is to be noted that service delivery has been highly time-sensitive, as outlined by the requirement that all enquiries and requests for assistance from clients/ prospective clients were to be addressed within one to five days.<sup>21</sup> Notably, until 2018, the key performance indicators for the ROs in this area, for delivery by four persons, were as follows:

- Average time to review opportunities – 2 working days
- Average time to review organisations – 2 working days for UN Agencies; 5 working days for non-UN organisations
- Average time to review simple enquiries – 2 working days
- Average time to review complex enquiries – 3 working days

91. While the timelines are not unreasonable, they have been difficult to maintain by national volunteers given the volume of requests for support and limited human resources.

92. Of further interest, included among the recommendations of the Task Force report, was a call for mitigating the risk of inadequate communication between Sections during mainstreaming. Indeed, this recommendation was informed by the approach to project management that was applied during the project's formative years, when the OV Services were managed by a dedicated project team that operated, largely, in silos from other UNV Sections.

93. Based on consultations held with key informants across UNV, the evaluation has noted that there was a general perception, prior to mainstreaming, that OV Services management was the responsibility of the OV Team. This perception persisted during the early stages of mainstreaming, as identified in a similar perception that OV was not being fully embraced as a UNV product in promotional material.<sup>22</sup>

94. In spite of UNV's efforts in OV mainstreaming, there is still a lack of ownership of the OV modality. This mindset contrasts with an ongoing focus on promoting the onsite volunteer modality. Moreover, in light of staffing changes within UNV during the final year of project implementation, combined with inadequate internal visibility of the OV Services project, there continues to be gaps in knowledge about OV.

95. In essence, the effectiveness of the mainstreaming process has been challenged by the need to maintain the efficiency of the OV services at the regional level, and the ongoing learning curve about OV at UNV Headquarters.<sup>23</sup>

**Finding 6: There is evidence of moderate to significant results achievement under the OV Services project strategy. Results reporting on OV has been considerably challenged, however, by the configuration of the OV platform and data that it generates.**

96. Results monitoring and reporting for the OV Services project was guided by its Results and Resources Framework (RRF), which articulated the combination of resources and implementation

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<sup>21</sup> Proposed KPIs and Targets for ROs, Online Volunteering Service

<sup>22</sup> Handover Notes, 31/12/2018

<sup>23</sup> The issue of efficiency will be discussed further in Section 4.4.

activities that were required to generate anticipated project results. The RRF was informed by UNV's modular approach to results-based management (RBM), which entails planning; monitoring; reporting; and evaluation at the corporate; field unit and volunteer levels.

97. Against the benchmark of the RRF, project results have been notable, insofar as they reflect progress towards expectations. They are rated, therefore, as moderate to significant, based on the extent to which they met or surpassed established project targets as indicated under Findings #3 to #5. Results reporting for the project was significantly challenged, however, by two technical issues: i) the configuration of the OV platform; and ii) the output that is produced for the Power BI database.

98. As indicated in Section 2, the OV platform has been a nexus for connecting host organisation with prospective online volunteers, in support of peace and development work worldwide. The OV platform allows for the long-listing and short-listing of online volunteers, following which host organisations are better able to select the applicant who is perceived to best meet their needs. Based on the configuration of the platform, however, the system maintains a record of the number of online volunteers who applied for advertised opportunities and were not rejected by the host organisation. While this implies that the applicant's profile was shortlisted, the system does not provide an indication of which applicant was finally selected and was responsible for assignment completion. The situation becomes more complicated when host organisations do not provide their online volunteers with a rating or certificate, as a confirmation of assignment completion.

99. Further, as indicated under Finding 3, aggregate statistics that are generated by the OV platform also repeat the details of online volunteer who complete more than one assignment in a given calendar year. As a result, accurate data on OV can only be confirmed through follow-up consultations with the host organisations. Conceivably, this is a time-consuming process, and defies the purpose of having an automated system for data generation.

#### **4.4 Efficiency**

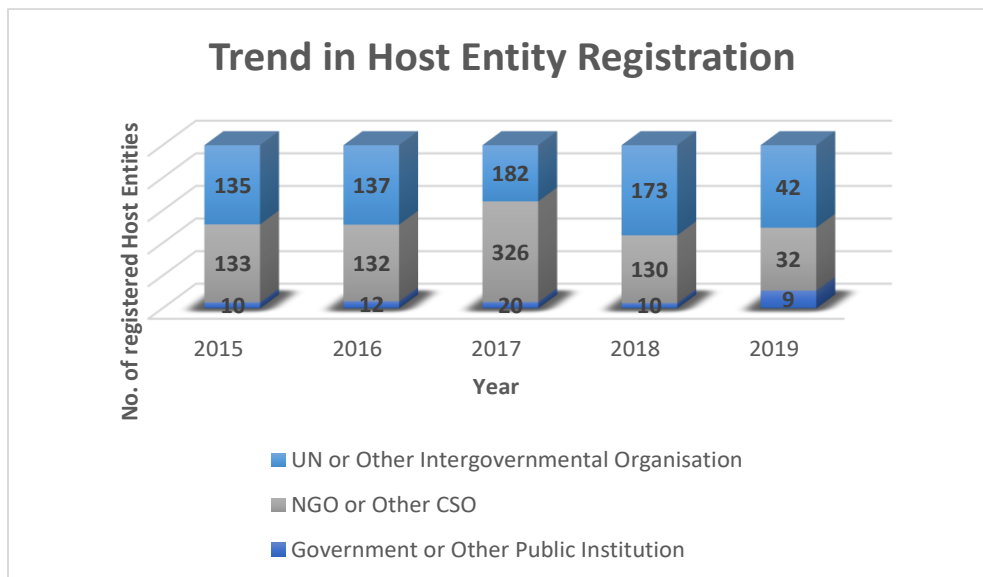
100. To determine the extent to which the OV Services project demonstrated evidence of efficiency, the evaluation focused on the conversion of project inputs into expected results. Efficiency, in effect, is a measure of how economically resources, also recognised as being inputs to the project cycle, are converted into results. Key forms of inputs include, human and financial resources, and time. Data collection for this evaluation criterion engaged all categories of project stakeholders, and involved document review; key informant interviews and electronic surveys.

**Finding 7: While the introduction of the cost recovery modality contributed to a decline in new UNV-Host entity partnerships, the low registration by partners was also implicated by UNV's structural response to the end of BMZ project funding.**

101. Document review and key informant consultations with UNV and its external partners have indicated that the introduction of the cost-recovery modality was met with mixed views by UNV's existing and prospective clients. On the one hand, there was a general understanding by UN Agencies, in particular, that as service provision was not without cost, it needed to be bolstered by measures for reclaiming implementation costs. On the other hand, client misgivings about the need to pay for volunteer services were based on several reasons, including the non-remuneration of online volunteers; a willingness to engage country-based consultants at cheaper cost; a general perception that UNV OV prices were too high; and the view that UNV's cost-sharing logic for product subscriptions was difficult to understand.

102. There have been reports from UNV staff, at Headquarters and within the regions, that existing clients had been willing to renew product subscriptions prior to being informed of their discontinuation. Of interest, though, there was a noted decline in registration by host entities prior to the launch of the fee-for-service OV products. This decline commenced in 2017 and continued into 2019. Between 2018 and 2019, registrations by UN Agencies and CSOs declined, significantly, by 76 and 75 percent, respectively, while there was a reduction by 10 percent in registration by government agencies (see Exhibit 4.7).

**Exhibit 4.7 Host Entity Registration Trends, by number of organisations**



Source: UNV Power BI database, 2019

103. Importantly, the observed decline in partnerships coincided with the end of the BMZ-funded project cycle in 2018 and resultant structural changes within UNV.<sup>24</sup> The internal organisational changes that ensued included the vacating of the OV Team Project Manager post, and the commencement of the Task Force Enquiry into OV Mainstreaming. In 2018, initial discussions were also held on the sourcing of funds for the final year of project implementation. The project’s support from the Information and Communications Technology Unit (ICTU) was also challenged by a reduced allocation of information technology resources, linked to changes within the ICTU.<sup>25</sup>

Given the disruption in the composition of the OV Services Team, combined with other internal organisational changes, it is inferred, here, that the project was affected by reduced efforts in the area of lead generation. By implication, notwithstanding the aversion of some host entities to pay for OV services, declining partnerships are seen to have not resulted solely from the introduction of the cost recovery modality. It is also worth considering that as the cost recovery modality was implemented for a limited period (one year), this timeframe was too short to confirm its validity and overall effectiveness as a vehicle for enabling UNV to reclaim the costs of its OV services.

<sup>24</sup> Proposal for SVF Funding, 21/01/2019

<sup>25</sup> As an example, in 2018, the ICTU initiated a procurement process to locate a new Long Term Agreement vendor.

**Finding 8: Although the cost recovery modality responded to UNV’s need for self-sustaining OV that provided best value for money, as it was inadequately assessed for risk, it created a risk of lowering the added value of the volunteering element of the OV Services project.**

104. The OV Services project built on the legacy of the UNV OV brand, which entailed facilitating online volunteer engagement in global peace and development work across distance, using the internet. In its efforts to act on the results of the 2014/2015 OV Impact Evaluation and its complementary Market Research Study, as well as the pending cessation of BMZ funding, UNV launched the cost-recovery modality to maintain its free OV service. The approach taken involved cost-sharing, which relied significantly on marketing products that were perceived to provide best value for money to end-users, based on competitive pricing and innovative support. Of note, the notion of best value for money is strongly associated with the demand for services, as indicated by the best return on an investment, taking risk and resource availability into account.<sup>26</sup>

105. The introduction of the cost recovery modality was driven by UNV’s need for a sustainable source of funding for its OV Services project, to ensure that it continued to provide best value for money. This rationale was important for UNV, given the years of organisational investment in the OV facility, in particular, with BMZ. For prospective clients (project partners), the purchase of OV products was, similarly, informed by perceptions of the potential return on their purchases.

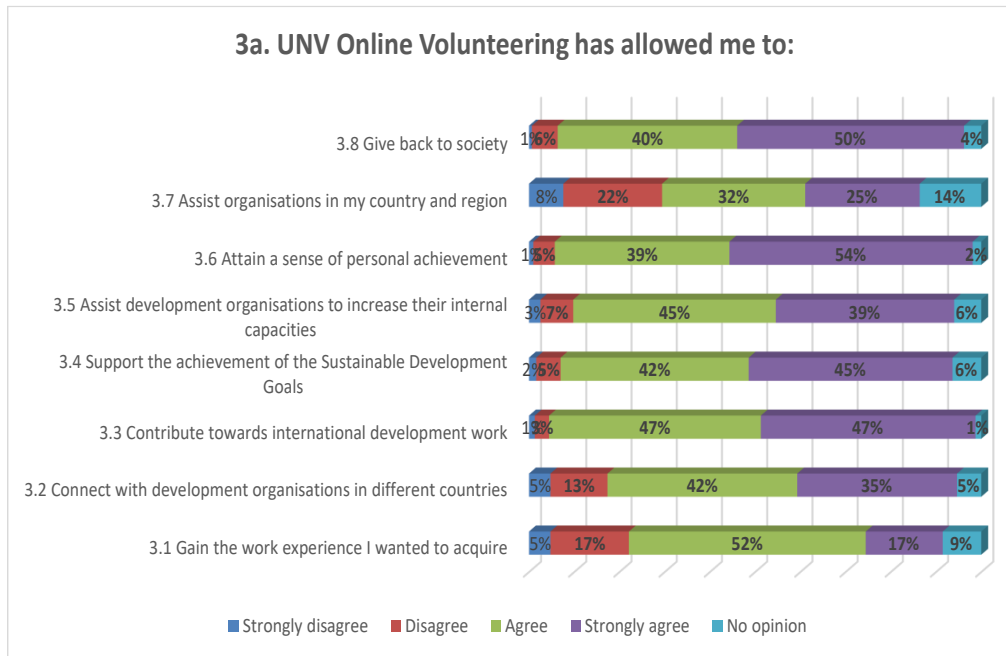
106. Based on the above factors, another key consideration for determining best value for money is the added value of the project to the UNV online volunteers. Essentially, organisational decision-making on the continued investment in an intervention is also informed by evidence of benefit to end-users. Significantly, therefore, online volunteers have reported on the added value of the project’s volunteering element to their lives, stating that they gained new insights and/ or experiences, while being afforded the opportunity to contribute to peace and development interventions.

107. Survey results show that 54 percent of UNV online volunteers attained a sense of personal achievement and 50 percent felt that they became able to give back to society. A further 52 percent of the online volunteers stated that the project allowed them to acquire the work experience they needed (see Exhibit 4.8).

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<sup>26</sup> UN Procurement Manual, 2019

**Exhibit 4.8 Online Volunteer perceptions of added project value**



Source: Calculated from Survey of Online Volunteers

108. At the point of project design, however, the pre-project implementation assessment of risk did not consider the possibility of lower than anticipated returns from the cost recovery modality, in particular from the Extensions to the Government Sector and VIOs, and the Private Sector. Moreover, the project design did not include mitigation measures for addressing this issue if it emerged. The cost recovery modality was promoted, instead, as a stand-alone counter-measure for unsustainable donor funding, and was presented, therefore, as the solution to the end of the BMZ financial partnership.<sup>27</sup>

109. Undeniably, the OV Services project has had transformational value for the UNV online volunteers, and project partners (existing and prospective) did express interest in sharing the cost of UNV’s OV services. There was, however, a sharp decline (63 percent) in the number of OV opportunities posted by host entities between 2018 and 2019 (see Exhibit 4.9).

110. Importantly, in direct contrast to the added value of OV to the online volunteers, a decline in posted OV opportunities can lower the added value of the OV platform to existing and prospective online volunteers. If there is a perception among the OV community that volunteerism through the UNV OV facility adds less value to their personal aspirations, they will likely seek volunteerism opportunities elsewhere.

<sup>27</sup> Project Document 2015, Risk Log, Item #7

Exhibit 4.9 Trend in posted OV opportunities, 2015 - 2019



Source: UNV Power BI database, 2019

**Finding 9: Notwithstanding the conceptual viability of UNV’s cost recovery model for reclaiming the cost of OV facilitation, revenue generation from client uptake was affected by the low feasibility of the model’s underlying assumptions in an evolving market for volunteerism.**

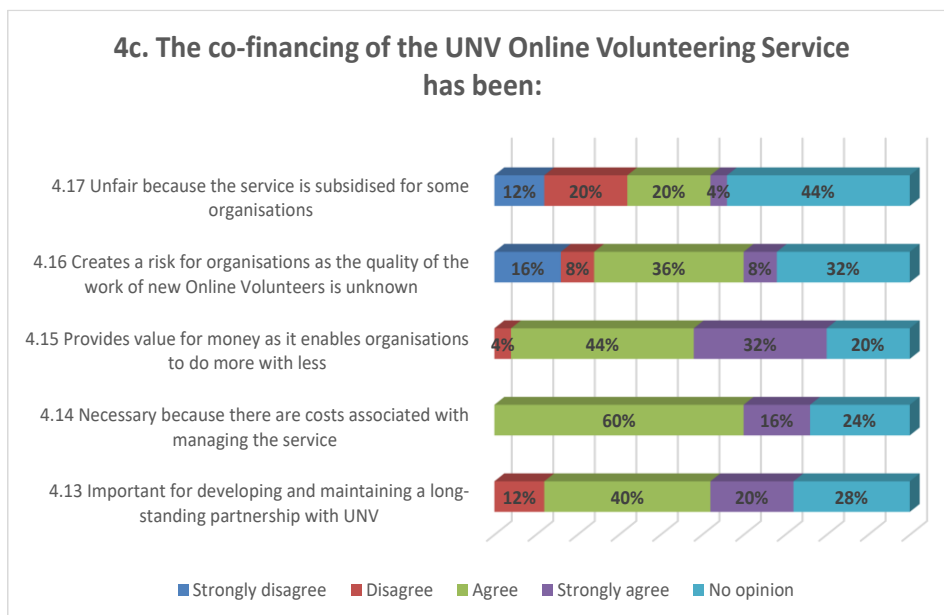
111. In theory, the cost recovery model presented a logical pathway for UNV to recover operational costs generated through the OV Services project. While these costs may not be immediately visible to some end-users and clients, given UNV’s history of enabling free access to the OV platform, there has been an understanding among UN Agencies that they exist and need to be reclaimed. Moreover, at the end of the BMZ-UNV financial partnership, the project lost 70 percent of its funding. These funds had been acquired through cost-sharing with the German government. The other 30 percent of project funding had derived from UNV’s extra-budgetary resources and the SVF.<sup>28</sup>

112. The survey of host entity organisations identified a high level of agreement among UNV’s existing project partners that cost recovery was a necessity. Sixty (60) percent of the respondents agreed that as there was a cost associated with managing the OV services platform, it needed to be reclaimed. Interestingly, a further 40 percent of the survey responses indicated that as they wanted to develop or maintain a longstanding partnership with UNV, they would have been interested in sharing the cost of its OV services. Moreover, 44 percent of the respondents were of the view that UNV would be able to do more with fewer resources, if it was successful in reclaiming its operational costs (see Exhibit 4.10).

<sup>28</sup> OV Services Project Document, Section II, p. 9



**Exhibit 4.10 Host Entity perceptions on cost recovery**



Source: Calculated from Survey of Online Volunteers

113. While the percentage of host entity respondents with no opinion on this issue was high, ranging from 20 to 44 percent, it is of further interest that 20 percent of the respondents thought that cost recovery was unfair. This reasoning was based on the knowledge that access to UNV OV services remained cost-free to civil society organisations and governments, as a result of subsidisation and Member State contributions,<sup>29</sup> respectively.

114. As the assumptions underlying the development of the cost recovery model were generic, they had limited feasibility in a dynamic market for volunteerism. Moreover, there was a strong assumption of automated product uptake by host entities.

115. The main assumptions of UNV’s cost recovery modality were:

- As cost-sharing among UN Agencies is commonplace it is a viable source of revenue;
- A flat, transparent usage fee is more viable than a transaction fee to facilitate the matching of volunteers with host entities;
- Fees should be packaged attractively to incentivise uptake by host entities and collected once annually to minimise collection costs;
- The calculation of fees should be communicated to prospective clients in a transparent way;
- A minimum of 20 clients were required for self-sustaining OV; and
- NGOs, through their limited funds, are limited in their ability to pay for access to OV services.

Source: OV Services Project Document, p. 9

116. Although the cost recovery model was informed by the 2015 Market Research Study, its main assumptions did not adequately consider market-related dynamics. Indeed, the assumptions of the

<sup>29</sup> The reference, here, is to the traditional OV Services product, and not the Extensions that were offered to governments

model, as listed above, were informed by the competition posed by other online platforms<sup>30</sup> and the perceived advantage of UNV's OV products. The overall design of the model was, however, highly activity-based and, as indicated in Finding #8 above, was not guided by a detailed assessment of risk. There was, instead, a particular focus on procedural steps for facilitating implementation through lead generation.

117. Further, feedback received from the host entities, supported by document review and key informant consultations across UNV, identified the main shortcomings of the model as: i) the payment bands were confusing; ii) the products were expensive; iii) limited incentives were offered to prospective clients; iv) subscriptions rolled over into the next year, so annual 'consumption' was not mandatory; and v) as implementation of the cost recovery model was delayed until 2019 (three years after project start-up) lead generation was unable to build on the momentum of the initial discussions about the model.

118. By implication, extensions to governments, VIOs and the private sector did not generate any revenue after one year of piloting. As indicated under Finding #4, these products were discontinued at the end of the project, and UNV reverted to its free OV service.

**Finding 10: The UNV Digital Transformation project has been designed to enhance the OV function by transforming UNV into a modern digital organisation. There is no indication, however, of the steps that will be taken to maintain quality exchanges between online volunteers and host entities through the online platform.**

119. UNV invested in its Digital Transformation project to transform itself into a modern organisation, in which core business processes would be supported by frontier technologies.<sup>31</sup> Appropriately, the project is being led by the ICTU, and includes among its key deliverables, the unification of the UNV Volunteer Platform, to establish a single-point entry for the mobilisation of online and onsite volunteers.

120. Of significance, UNV digital transformation will be used to remove inefficiencies in UNV's digitised processes by establishing simple functionalities for efficient operations. The potential benefits of this process for the OV function are especially noted, given concerns expressed by online volunteers about the quality of certain elements of the OV platform. To illustrate, UNV has indicated that, expired opportunities have been removed from the online platform (up to 2018). In contrast, survey responses from online volunteers indicate concerns about the infrequent updating of opportunities on the OV platform. As a result, online volunteers have either been unable to confirm whether the final selection of a candidate was completed or have wasted time reviewing opportunities that no longer exist.

**Inadequate updating of OV opportunities:**  
*"I wish that some update can be made to the website; like the opportunities can be shown for one month maximum then be removed automatically, because there are some opportunities that have been on the website a long time ... since 2016 to the present"*  
Source: Online Volunteer, Electronic Survey of UNV Online Volunteers

121. Further, as discussed under Finding #3, there are inconsistencies in the quantitative data that has been acquired from the OV platform. As a result, efforts to engage in quantitative analysis on OV operations are constrained by an inability of users to confirm data accuracy. It is anticipated, therefore,

<sup>30</sup> A specific report on competitors and UNV added value was produced through the marketing consultancy. This report was revised at regular intervals. The marketing consultancy was also used to produce a specific resource strategy that focused on the cost recovery modality.

<sup>31</sup> UNV Digital Transformation Project, Overview

that UNV digital transformation will contribute quality control solutions for increasingly efficient digitised processes within UNV.

122. Interestingly, however, the overview documents for the transformation project do not address concerns about the quality of the OV function.<sup>32</sup> Online volunteers who responded to the electronic survey have drawn attention to the interface with host entities, involving candidate application; assignment engagement; and assignment completion. Survey respondents noted, for example, that some host entities provide no feedback on the outcome of applications. Applicants were, therefore, unable to confirm whether they had been selected or not. In addition, respondents indicated that there were several emergent issues during assignment engagement, such as poor clarification of instructions by host organisations. As discussed under Finding #2, some online volunteers also reported that their certificates were not issued to them at the end of their assignment (see Exhibit 4.12).

#### Exhibit 4.11 Online Volunteer comments on OV service quality

Comments on OV service quality – UNV Online Volunteers
<p><b>Lack of Host Entity feedback (Application Stage):</b></p> <ul style="list-style-type: none"><li>- Most organisations never replied to you to tell you that you had not been selected for the task, although UNV claims you will be contacted regardless of the outcome</li><li>- On the second project I applied to, I received no response and it was frustrating</li><li>- Organisations should reply to everyone who has connected with them, even if they reject his/ her application ... they should inform the volunteer whatever the result is</li><li>- I am not happy that I apply to many organisations that I never hear from, not even to let me know I am not needed</li><li>- I often do not hear back from organisations concerning my applications</li><li>- Could some timeframe be established beyond which we can assume that the answer was no? That would help us ... work out a steady stream of volunteering</li><li>- A few NGOs never came back to me, leaving my applications ... open for years</li><li>- There were no replies to confirm whether I qualified or didn't</li></ul> <p><b>Emergent issues (Assignment Engagement Stage):</b></p> <ul style="list-style-type: none"><li>- One organisation did not collaborate; I received an email of acceptance from them and started to share some project ideas with the supervisor, but he stopped contacting ... me</li><li>- ...[T]he ... organisation did not provide enough information and instructions regarding what they needed...</li><li>- After the volunteer time and project was over, I would still get emails from the contact person of the organisation, demanding [that] I should do further work than described in the assignment</li><li>- I did not hear from my coordinator so was not sure whether I was doing the work as expected</li><li>- I had no chance to know whether my work [was] done or not</li><li>- ...[S]ometimes after spending time on a project I [am] surprise[d] that the organisation [does] not respond to me to let me know if they used my work or not</li></ul>

<sup>32</sup> Ongoing Improvements to onlinevolunteer.org, 1-pager

### Comments on OV service quality – UNV Online Volunteers

- I remember [preparing] six documents and when I sent it to the person responsible, he/she was not working at the same organisation anymore
- They [ the host organisation] were looking for someone to manage their social media page, and then they changed their mind and wanted the group of volunteers to use their personal social media accounts to promote their organisation; events; etc. It felt rather invasive and it was not at all what was posted on the UNV opportunities

#### **Non-issuance of Certificates by Host Entities (Assignment Completion Stage:**

- I worked with an organisation that did not issue the UNV volunteer certificate. Although my volunteer colleagues and I got in contact with our contact many times, the certificate has still not been issued, even six months after work completion
- I was expecting [a] certificate, which up to now remains a dream
- No evaluation or certificate was provided
- ... [O]ne of the organisations did not provide me [with] my collaboration certificate
- After completion of the assignment, some organisation[s] were not issuing certificates till requested
- After completion of assignment, [the] certificate must be guaranteed by UNV services
- My only complaint is that I feel I did not get enough help when I addressed UNV with regard to my missing certificate
- Make sure that certificates are given after [an] assignment
- Certificates can be given by [the] UNV platform besides organisations to volunteers

Source: Electronic Survey of Online Volunteers, qualitative questions

123. Conceivably, there are reasons to justify some of the issues raised by the volunteers, such as insufficient staff capacity within smaller host organisation to provide feedback on a high volume of applications. Of importance, though, if the quality of exchanges facilitated by the OV platform generates discontent among online volunteers, there are implications for the sustainability of end-user interest.

**Finding 11: Although UNV is mandated to exclusively support the UN System, its partnerships with civil society organisations (CSOs) have contributed significantly to the operationalisation of the OV modality, given continuous mobilisation and engagement of online volunteers by CSOs.**

124. The UNV mandate involves mobilising volunteers for the UN System and advocating for the importance of volunteerism worldwide.<sup>33</sup> UNV acknowledges, however, that its organisational mandate has evolved over the years, in response to changes in the global peace and development landscape. Instead of limiting its collaboration to UN Agencies, therefore, UNV has sought to build partnerships with volunteer-involving organisations (VIOs); civil society organisations (CSOs); and academic institutions. The underlying intention has been to support the achievement of the Sustainable Development Goals (SDGs) under the 2030 Agenda.

125. Notably, Executive Board Decision 2006/18 has encouraged UNV to continue building sustainable national capacities for volunteer mobilisation through diverse local partnerships. As such, although the

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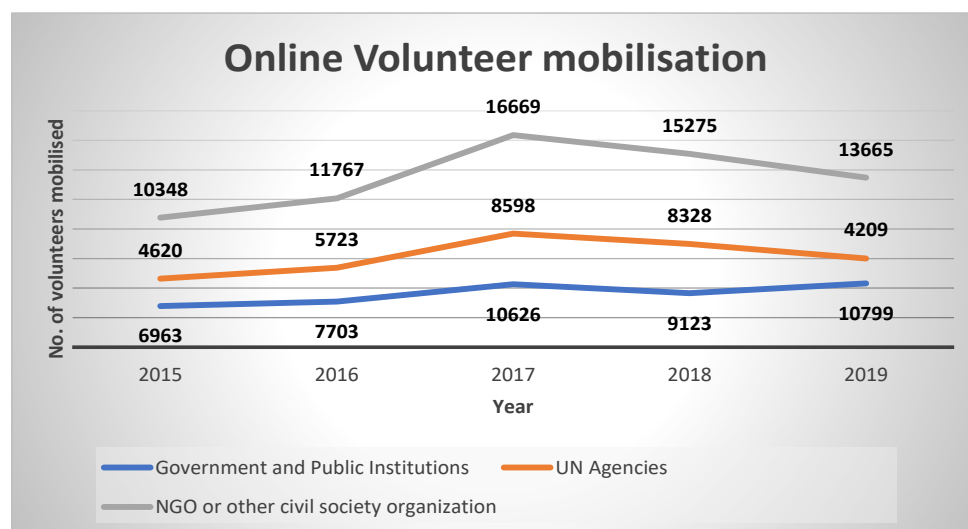
<sup>33</sup> <https://www.unv.org/about-unv/our-mission-mobilize-volunteers>

UNV mandate, and by extension the UN Charter, does not specifically endorse support to the non-governmental sector, UNV is allowed to engage civil society organisations as implementation partners.

126. It is of interest, therefore, that UNV has internally questioned its engagement of CSOs as host organisations for online volunteers, in the context of mandate restrictions (given that UNV is mandated to provide its services to the UN System). In addition to referring to its organisational mandate, UNV has cited the extensiveness of the due diligence process, which is also external to the UNV mandate, and has deliberated on whether it was justified in exempting CSOs from paying for OV services because of their organisational status. In order to reflect on these issues further, UNV suspended registrations with new CSO partners in 2019.

127. It is worth noting, however, that CSOs continued to play a significant role in the mobilisation and engagement of online volunteers during cost recovery. While there was an overall decline in mobilisation and volunteer engagement, this decline was greater among UN partner agencies, where more volunteers were mobilised for each posted opportunity, but fewer opportunities were posted. In contrast, mobilisation and opportunity posting by CSOs was almost consistent with figures from the previous year (see Exhibits 4.9; .4.12). Moreover, three CSOs that have had a longstanding relationship with UNV mobilised the most volunteers in 2019. Nevertheless, as access to the OV platform was cost-free for CSOs, this might account for their capacity for mobilisation during cost recovery.

**Exhibit 4.12 OV mobilisation, 2015 – 2019**



Source: UNV Power BI database, 2019

128. With its return to facilitating free access to its OV Services platform, UNV has also re-opened registration to new CSO partners. In order to access the platform, however, CSOs must be: i) already registered with the OV service; ii) able to provide evidence of accreditation with the UN Economic and Social Council (ECOSOC) or iii) working with UN Country Teams as implementation partners or through an agreement, and be able to provide evidence of due diligence from the relevant UN Agencies.

129. While these conditionalities facilitate CSO access to the OV service, they do not accommodate smaller or newly-established CSOs that cannot provide evidence of UN due diligence.

**Finding 12: The retention of project management oversight by UNV Headquarters was instituted to support the continuity of the OV Services project, with evidence of progress. Efficient project management was challenged, however, by language barriers and the insecurity of tenure at the regional and country levels, respectively.**

130. To accord with the mainstreaming of the OV function, project management for the UNV OV Services project was retained at the level of UNV Headquarters and was assigned to the Volunteer Solutions Section (VSS). Included among the responsibilities of VSS were OV product management and development, and ensuring the quality OV service delivery (see sidebar for all responsibilities).

**OV responsibilities – Volunteer Solutions Section:**

- OV product development and management
- Systems support and functionalities enhancement
- OV platform assets management
- Service delivery quality assurance
- OV application functionalities<sup>34</sup>
- Tier 2 and 3 user support
- Advisory support on OV to all Sections and ROs

Source: OV mainstreaming Accountability Framework

131. Further to project handover by the former OV Team, VSS supported a capacity training for focal contact persons across the five ROs. The purpose of the training was to orient contact persons on their new responsibilities, in alignment with project expectations relative to implementation; results tracking; and reporting. As a support to overall project management, knowledge exchange sessions, between representatives from the previous and new project management teams, were used to finetune management processes and create a learning curve to inform next steps.

132. While the new mainstreamed approach to project management allowed UNV to make good progress in facilitating project continuity, specific aspects of this approach have challenged efficient management. Staffing arrangements for lead generation and service delivery should be especially noted, here, as this responsibility has been assigned to a pool of national volunteers.

133. In appointing national volunteers to provide support at the regional and country levels, UNV has actively advocated the importance of volunteerism. Importantly, though, national volunteers are appointed for a period of four years, with “no right or expectation to extension or conversion to another type of assignment or employment with UNV or any other UN entity.”<sup>35</sup> As the National volunteers are aware of the temporary status of their appointment, they also recognise the impending need to seek employment elsewhere before their appointment ends. Yet, while UNV’s Handover mechanism would support the transfer of responsibilities, it does not guard against the premature vacating of posts or potential loss of long-term institutional memory.

134. In addition to human resource limitations at country level (see Finding #5), collaborative support among the team of national volunteers is limited by language constraints. As the team comprises one native Spanish and one native French speaker, there is no coverage for responsibilities in either language during an entitled leave of absence.<sup>36</sup> The need to address this issue is critical for the future marketing of OV services, where applicable.

135. Significantly, OV mainstreaming has not incorporated a risk assessment, accompanied by a mitigation plan, to address the above and other issues that might arise during OV mainstreaming.

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<sup>34</sup> Provided until 31/12/2019

<sup>35</sup> UNV, 2019. The National UN Volunteer Conditions of Service of the United Nations Volunteers Programme, p.48

<sup>36</sup> Knowledge Transfer Notes, 2/8/2019

Document review and key informant consultations across UNV have shown that OV mainstreaming has not ended with the re-assignment of responsibilities, but has become an ongoing process for generating ownership of the OV function and contributing towards the achievement of strategic results.

136. It is acknowledged, here, that knowledge exchange and capacity-building were central elements of project handover. Further, as discussed under Finding #5, UNV has had the comparative advantage of a regional and country presence through its ROs and Field Units. Apart from the line of accountability that has been established, whereby regional managers are accountable for the work of RO and Field Unit staff, the measures that have been established to ensure quality are unclear. In particular, it is unconfirmed whether there are regular sessions for performance/ task monitoring, as well as capacity-strengthening sessions to maintain (and ensure) OV quality. Given that lead generation and service delivery is occurring at the ground level, it is also not certain whether there is an established feedback mechanism to identify and troubleshoot emergent issues that are location-specific. Importantly, the discussions held through this mechanism would have implications for online volunteer mobilisation and product marketing strategies.

## 4.5 Cross-cutting themes

137. The definitions for the cross-cutting themes that were explored during the evaluation were informed by the United Nations Development Group (UNDG) RBM Handbook (modified in 2019). Gender was identified as efforts to achieve gender equality and eliminate all forms of discrimination based on sex. A rights-based approach was understood to entail facilitating the capacity of rights-holders to claim their rights and duty-bearers to fulfil their obligations. Within a peace and development context, both parties have a vested interest in ensuring that the effects of interventions contribute to sustainable peace and development for all social groups. South-South collaboration was further defined as the incorporation and facilitation of technical cooperation between countries that are categorised as developing nations.

138. Data collection under this evaluation criterion involved document review and key informant consultations with all categories of project stakeholders.

### 4.5.1 Gender, rights-based approach and South-South collaboration

**Finding 13: Although UNV has had considerable success in mobilising a diverse pool of qualified online volunteers, mobilisation has not been guided by an organisation-specific inclusiveness strategy.**

139. UNV's investment in the mobilisation of online volunteers has generated a pool of candidates for OV assignments, with extensive diversity in qualifications; age and experience; and geographic origin. The profiles of online volunteers have also indicated that there is high representation by volunteers who identify as female. Similarly, females accounted for 65 percent of the population of online volunteers from which sample sizes were selected for this evaluation (see Exhibit 3.1, Section 3.2).<sup>37</sup>

140. In light of the organisational and project-specific interest in collaboration among developing nations, it is of further importance that online volunteers from the Global South were in excess of those

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<sup>37</sup> As a result of noted discrepancies in the data acquired from the OV platform, reference to the dataset that was cleaned for this evaluation is intentional.

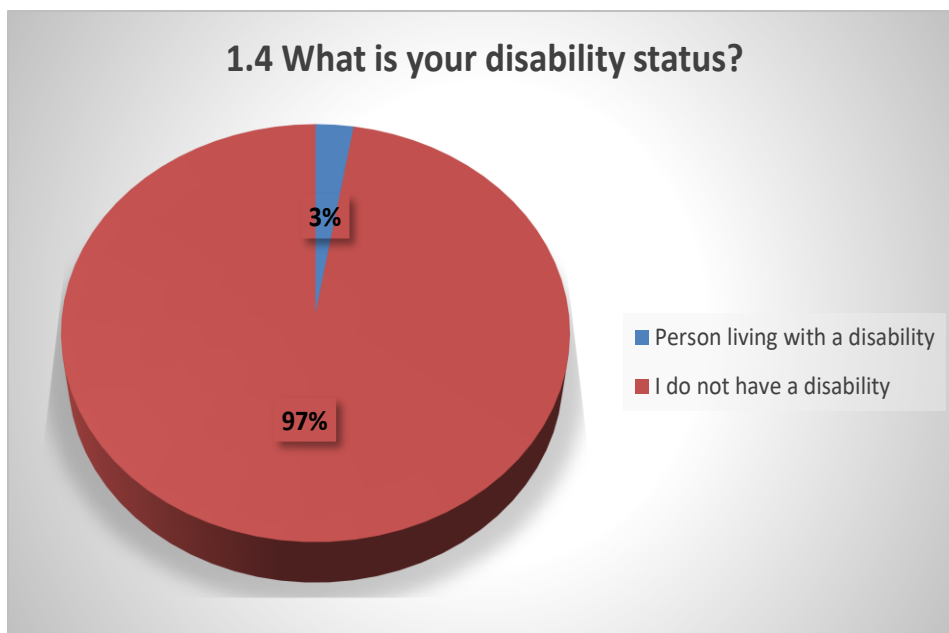
from Northern countries. Online volunteers from the Global South also represented 62 percent of the survey population for the evaluation.<sup>38</sup>

141. The facilitation of a rights-based approach, entailing a respect for human dignity through the promotion and protection of all persons, including the elimination of inequalities and vulnerabilities<sup>39</sup>, has strongly informed UNV organisational policy. Consequently, the OV Services project aligned directly with the UNV Strategic Frameworks that were operational during the project cycle, as discussed under Finding #1.

142. Consultations with key informants from across UNV and with the host entities have also indicated that project activities were open to all persons, irrespective of their gender; geographic or cultural origin and physical abilities. Online volunteers further emphasised that they did not feel discriminated against during their applications for volunteerism opportunities or their engagement in the same.

143. Given this positive outlook by project stakeholders, it is of interest that persons with disabilities accounted for three percent of the population of online volunteers for this evaluation (see Exhibit 4.13).

**Exhibit 4.13 Percentage of online volunteers with disabilities, 2015 – 2019**



Source: Calculated from Survey of Online Volunteers

144. Indeed, online volunteer involvement in the OV Services project, through online registration; applications for opportunities; nominations for the Annual OV Awards and engagement in assignments upon selection, was open to all persons harbouring an interest in volunteerism. The redesigned OV platform also included fields for online volunteers to indicate their disability status. Moreover, outreach campaigns were conducted to associations of persons with disabilities, to encourage them to register as

<sup>38</sup> As a result of noted discrepancies in the data acquired from the OV platform, reference to the dataset that was cleaned for this evaluation is intentional.

<sup>39</sup> <https://socialprotection-humanrights.org/introduction-to-a-rights-based-approach/>



host organisations and mobilise online volunteers from among their membership. UNV OV blogs also provide several examples of online (and onsite) volunteerism involving persons with disabilities.

145. Notwithstanding the measures that were taken to engage online volunteers from among groups that have had lower access to OV (in particular, women; persons from the Global South; and persons with disabilities), the approach to engagement was not guided by a UNV strategic document on inclusiveness. Consequently, the diversity of the online volunteer reserve has resulted from the mobilisation efforts of UNV personnel and not high-level organisational strategy.

## 4.6 Sustainability

146. To determine the sustainability of a development intervention, analytical focus centres on the potential for a continuation of benefits after major development assistance has ended. Key informant consultations with all categories of project stakeholders, supported by the review of relevant project documentation and the literature, was used to inform data collection through to results interpretation under this evaluation criterion.

**Finding 14: The mainstreaming of OV across UNV is conducive for the sustainability of the facility. While UNV's comparative advantage of localised representation is of benefit to this approach, the ownership and management of the OV function is also highly dependent on cross-organisational communication and collaboration.**

147. As discussed under Finding #5, UNV contributed to the evolution of its OV function by mainstreaming the core elements of the OV Services project. Moreover, the delegating of responsibilities across the organisation created the potential for efficient project management and implementation of project activities, and the effective achievement of target results.

148. In line with the role enacted by the UNV ROs and Field Units prior to the mainstreaming process, these entities were assigned the responsibilities of lead generation and service delivery at the regional and country levels, respectively. Feedback from key informants in the field (regional and country locations), supported by document review and consultations at UNV Headquarters, has indicated that it has been to the advantage of the project to be in close proximity to field-based clients. Essentially, UNV's presence in the field allowed for easier interchange to support business development; service delivery; and follow-up, where required.

149. The evaluation continues to note, however, that the decision to mainstream the project was largely in response to the end of secured funding from the German government. As such, the process was not informed by the incorporation of a sustainability plan/ exit strategy into the initial project design. It is not surprising, therefore, that the Task Force Report on OV Mainstreaming identified a need for increased communication between UNV Sections, to mitigate the possibility of in silos work and a lack of ownership for the OV facility. As indicated previously, there has been a perception that OV was not being fully owned by Sections as a UNV product (see Finding #5).

150. Of importance, the timing of communication on the OV facility, in relation to organisational plans for project continuation; and its proposal for mainstreaming, also affected efforts to sustain emerging project results. Specifically, the UNV ROs and Field Units were obliged to take a cautious approach to lead generation, in particular. This course of action was based on a lack of timely information on whether UNV would continue to offer its OV services after the project end-date. From a demand perspective, the delay in communication had implications for human resources, in particular the unsecured appointments of the national volunteers, as well as product marketing.

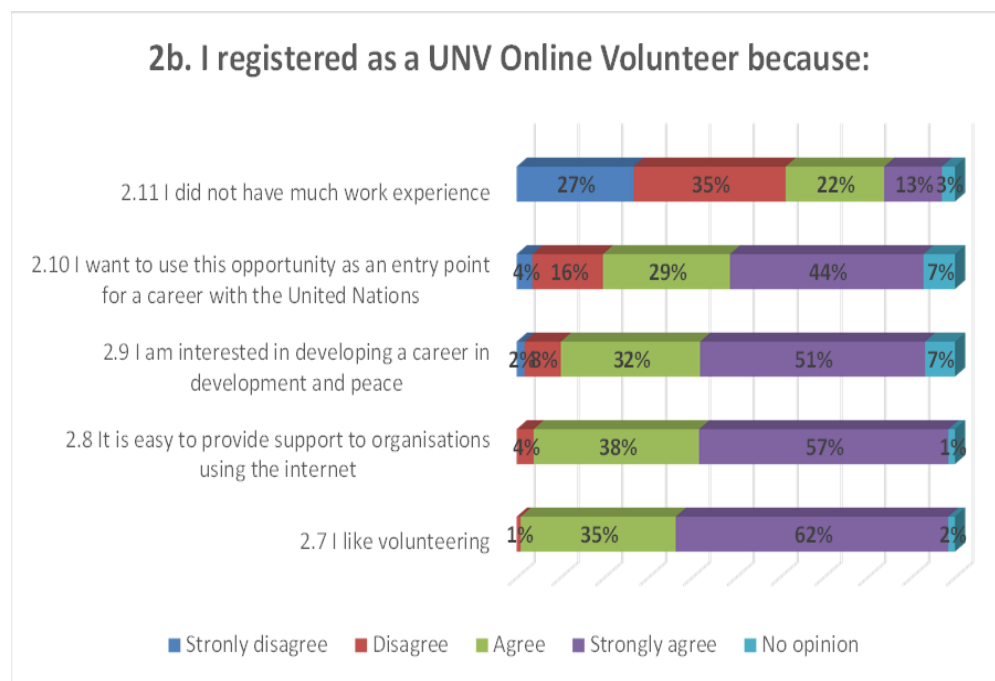
**Finding 15: By reverting to its past strategy of facilitating free access to the OV Services product, UNV has positioned itself to benefit from its comparative advantage in knowledge, experience and branding. The sustainability of the OV product, and the results that have been generated, remains vulnerable, however, to service provision costs and market dynamics.**

151. Based on its 20-year history in OV service provision, UNV has developed a strong record of experience in service delivery, which has been supported by the comparative advantage of the UNV brand. Although the number of UNV online volunteers fluctuated over the project cycle (see Exhibit 4.5), interest in the UNV OV facility has persisted.

152. The results of the survey of online volunteers indicate that the most cited reason for volunteering over the internet was a genuine interest in volunteerism ('I like volunteering'; 62 percent of all survey respondents). More than 50 percent of the survey respondents also believed it was easy to provide support to organisations through the medium of the internet (see Exhibit 4.14).

153. Notably, however, online volunteers also associated their OV involvement with personal career aspirations, as reflected by 22 percent, who did not have much work experience; 44 percent who wanted to pursue UN employment prospects; and 51 percent who were interested in peace and development work. Given that there are opportunities to volunteer on other internet platforms<sup>40</sup>, it is significant that UNV OV was the platform of choice for these volunteers.

**Exhibit 4.14 Reasons for registering as a UNV Online Volunteer**



Source: Calculated from Survey of Online Volunteers

154. It follows, that UNV is in a position to invest further in the OV product, given the ongoing interest of the online volunteer community. In theory, the past strategy of facilitating access to a free OV product

<sup>40</sup> As examples, the 2015 Marketing Research Study identified the betterplace.org and Cuso International websites as organisations/ websites that facilitate online (and onsite) volunteerism, with global outreach.

has the potential to foster new registrations by prospective host organisations, as well as encourage the posting of new opportunities.

155. Importantly, though, there are costs associated with the provision of a freely available online platform. While these costs are covered by UNV Management Funds as of 2020, this source of project finance is not unlimited. Moreover, as indicated (see Footnote #38) UNV is, in effect, competing with new; upcoming; and/ or well-established OV platforms. To illustrate, UNICEF has expressed its intention to develop an OV platform; and Cuso International has partnered with Voluntary Service Overseas (VSO) to offer online and onsite volunteering solutions, including overseas placements and national volunteering programmes. Each of these organisations has an extensive global reach, as well as a long history in the area of international development.

156. Although UNV is a market leader in OV, there is a cost to being able to remain relevant and “fit for purpose”, especially as the 2015 Market Research Strategy concluded that UNV’s position was under threat. In essence, while the OV Services product has consistently attracted new and existing UNV online volunteers as a legacy of its past results, the sustainability of online volunteer interest remains sensitive to service expectations and OV market dynamics (see Finding #9 and #10). In addition, the potential for results sustainability, through the ongoing uptake of the OV products by UN Agencies, was affected by the limited awareness of the UNV OV facility across the UN System.

157. Furthermore, notwithstanding General Assembly Resolution 73/346 (2019), which advocates multilingualism as a core value of the United Nations, UNV OV services have only been offered in three out of six UN languages (English, French and Spanish). As a result, the project was unable to penetrate regions/ countries in which the main languages are Arabic; Chinese and Russian. Key informant consultations with UNV personal have highlighted the effect of this limitation on outreach within these regions/ countries, namely, the inability of the project to market the OV products in the local languages given that the promotional material was in English. By default, the potential for results sustainability in these populous areas is noted as an inability of UNV to broaden its partnerships to include host entities that do not operate in English.

## 5. Conclusions, Recommendations and Lessons learned

### 5.1 Conclusions

158. The implementation of the OV Services project has not been without challenges, which emerged from internal organisation factors, as well as external issues. UNV has, however, demonstrated its resilience by instituting response mechanisms, in the form of structural overhaul and collaborative working, to stem the possibility of negative consequences on project continuity and results sustainability. The conclusions below draw on the findings that have been generated by this evaluation, outlining key considerations for decision-making on next steps. In order to clarify 'the evaluation story,' the conclusions have been intentionally mapped to the main evaluation findings.

#### Relevance:

159. **Conclusion 1:** The UNV OV Services project was relevant to the strategic objectives of its main project partners, and continued to be of relevance beyond the end of UNV's long-term source of OV funding from BMZ. Project implementation supported organisational goals for contributing to the 2030 Agenda, including facilitating transformation through peace and development interventions (**Linked to Finding #1**).

160. **Conclusion 2:** As project design was directly informed by the expressed needs and recommendations of online volunteers, UNV's comparative advantage in responding to stakeholder needs was reinforced through the OV Services project. Insofar as project implementation did not meet online volunteer expectations of reciprocal benefits, however, there has been room for product strengthening (**Linked to Finding #2**).

#### Effectiveness:

161. **Conclusion 3:** The project implementation strategy has contributed towards the achievement of anticipated project results, thereby generating some measure of satisfaction among host organisations. It is debatable, nevertheless, whether the project enhanced host organisation capacity, as it was designed to provide short-term solutions for emergent organisational needs (**Linked to Finding #3**).

162. **Conclusion 4:** The OV Services project successfully engaged online volunteers from traditionally marginalised or underrepresented social groups, in an effort to increase their access to opportunities for volunteerism. As this course of action was initiated without a viable strategy and/ or action plan, project implementation was skewed towards the implementation of the cost recovery modality, thereby distorting efforts to achieve target results for inclusiveness (**Linked to Finding #4**).

163. **Conclusion 5:** By mainstreaming the core project functions across the organisation, UNV restructured the division of labour to support continued project implementation. The success of project mainstreaming was offset, however, by the ongoing constraints of limited human resources at ground level and insufficient project ownership, with implications for process efficiency and effectiveness (**Linked to Finding #5**).

164. **Conclusion 6:** There is evidence to show that UNV has established mechanisms to support the tracking of progress towards the achievement of anticipated project results. The project was constrained in its efforts to manage for development results, however, because of inaccurate data generation through the OV platform (**Linked to Finding #6**).

## **Efficiency:**

165. **Conclusion 7:** The introduction of the cost recovery modality contributed to lower registration levels by new host organisations, but was not the exclusive reason for reduced efforts at partnership by these development agencies. Structural changes within UNV weakened organisational efforts to engage in lead generation, resulting in a reliance on existing partnerships with host entities. In addition, the validity of the UNV cost recovery approach has not been confirmed as it was only implemented for one year (**Linked to Finding #7**).

166. **Conclusion 8:** As a response mechanism to evidence-based findings on the UNV's OV Services, and the end of BMZ project funding, the cost recovery modality was designed to enhance UNV's investment in OV service delivery. The added value of the project's volunteering element to online volunteers emerged in parallel with this process, but was tempered by the lack of a mitigation plan to alleviate the possible effects of risk (**Linked to Finding #8**).

167. **Conclusion 9:** Given that it was informed by research on the dynamics of the market for online volunteerism, in theory, the cost recovery model was a viable approach for recovering the cost of OV service provisions. As the final model was based on generic assumptions, however, which led to limited client-uptake of its product solutions, it was unable to generate the level of revenue that was anticipated (**Linked to Finding #9**).

168. **Conclusion 10:** In general, UNV's OV function will benefit from the quality assurance measures that are to be instituted as part of its organisation-wide digital transformation project. It remains unconfirmed, however, whether digital transformation will address specific inefficiencies that marred the implementation of the OV Services project, including its capacity to accurately track quantitative data (**Linked to Finding #10**).

169. **Conclusion 11:** UNV is not mandated to serve organisations that are external to the UN System, but has engaged in collaborative work with civil society organisations (CSOs) to enhance the realisation of its vision, mission and mandate. CSOs have reciprocated the benefits of this working partnership by engaging fully and significantly in the operationalisation of the OV modality (**Linked to Finding #11**).

170. **Conclusion 12:** Responsibility for UNV OV Services project management was appropriately located within UNV Headquarters, during the final year of project implementation, to support a mainstreamed approach to project continuity and evolution. Following the abolition of the project management position, however, challenges to efficient mainstreaming remain unaddressed at the regional and country levels (**Linked to Finding #12**).

## **Cross-cutting themes:**

171. **Conclusion 13:** With the exception of the mobilisation of persons with disabilities, which was low throughout the project cycle, UNV has successfully diversified its pool of online volunteers. In the absence of a strategic approach to diversification, however, entailing organisational guidelines for integrating gender; a rights-based approach and South-South collaboration, the results of this process have been largely based on staff efforts (**Linked to Finding #13**).

## **Sustainability:**

172. **Conclusion 14:** UNV's comparative advantage of on-the-ground presence is beneficial for the sustainability of OV mainstreaming. There has been an equivalent need, however, for enhancing internal collaboration and communication processes, to support organisational efforts towards results and process sustainability (**Linked to Finding #14**).

173. **Conclusion 15:** Based on the general evolution of OV, UNV has been forced to compete for market space with other providers and take account of the costs that underlie provision. While UNV OV serves to benefit from the comparative advantage of the UN brand and UNV's longstanding history of facilitating free OV access, it is limited by its language offerings and low visibility within the UN System (**Linked to Finding #15**).

## 5.2 Recommendations

174. The recommendations provided in this section are intended to guide strategic and operational decision-making for the next phase of UNV's OV function. They are supported by an underlying rationale that draws on the main evaluation findings and the lessons that have been learned from the project. An indicative timeline for implementation has further been specified for each recommendation, along with closing criteria that identify anticipated the outputs.

**Recommendation 1: UNV, under the direction of the Executive Coordinator, should continue to facilitate free access to its OV service, in parallel with digital transformation, while engaging in collaborative exploration, to develop and launch a revised cost-recovery modality following the evaluation of the new Business Model (Related to All Findings).**

175. **Rationale:** Although access to UNV's OV platform has been provided free of charge, this does not negate the constant operational costs of the OV facility, which remained hidden during the long-term partnership between UNV and BMZ. The investment in UNV OV by the German government pre-dates the OV Services project and lasted for 20 years. As a result, there are reputational consequences for service discontinuation. Notably, however, UNV's OV service is still highly regarded by end-users, and online volunteerism accords with global trends in technology; technical cooperation; and volunteerism. The time is, therefore, opportune for UNV to capitalise on its comparative advantage in branding; knowledge and experience, and address the limited visibility of UNV OV within the UN System.

176. In light of this context, and the general awareness among host entities of the need for cost recovery, albeit with some disagreement, it is worthwhile for UNV to re-think its approach to cost recovery in close consultation with all relevant parties. It is, further, recommended that a revised cost recovery model should be informed by an assessment of UNV's current digital transformation and the new Business Model (and other relevant factors, as applicable). Moreover, to ensure that coherent products, with competitive pricing is offered, the revised cost recovery model should not be developed in isolation from other modalities, but should also be informed by UNV's existing approach to cost-sharing. The intention, here, is to contribute towards better OV mainstreaming. Further, as the lack of a detailed risk assessment, with a supporting mitigation plan, limited the success of the previous cost recovery model, the revised modality should, of necessity, incorporate both items.

177. UNV should allocate sufficient time for planning next steps, to not only recover OV service costs, but maintain the interest of partners and online volunteers. In this regard, the launch date for the revised cost recovery model should be established after careful internal deliberations, supported by consultations with external partners, to minimise the reputational risks associated. These risks are linked to a perception of undue fluctuations in UNV's management of the OV modality. Overall, there is need for careful collaboration and designing; communication with prospective and existing partners; re-evaluation of service delivery costs; and the establishment of a realistic implementation timeframe. The anticipated output of this process is an evidence-based approach to cost recovery, which can be used to generate OV products that respond directly to internal (UNV) and external (host entities; online volunteers) needs.

Priority	Time Implication	Resource Implication
High	circa 2023/ Subsequent to Business Model Evaluation	Moderate

178. Closing criteria:

- The new UNV Strategic Framework outlines the necessity of OV cost recovery
- Establishment of an internal Committee or Task Force to lead discussions and decision-making on the revised approach to cost recovery
- Completion and assessment of digital transformation (results used to inform revisions to cost recovery modality)
- Evaluation of the new Business Model (results used to inform revisions to cost recovery modality)
- Development of a Strategy and Action Plan for an evidence-based cost-recovery modality, with input from all relevant stakeholders (UNV personnel and external partners)
  - a. Cost recovery model re-design and re-launch based on process efficiency, comprising an assessment of risk; development of a mitigation plan; re-evaluation of the service delivery costs; and the establishment of a realistic implementation timeframe
- Implementation strategy and supporting action plan is informed by one or more of the following options, noting that roll-overs are not allowed:

Option 1: Simplified Pricing Scheme for UN Agencies

- a. A simplified approach to affordable pricing addresses claims that the previous cost recovery products were expensive; complicated; and did not take account of the limited budget of agencies based in the field
- b. Products should be offered to the headquarters of prospective clients within the UN System, to facilitate access to country-based offices
  - Invoices are to be submitted to the headquarters of client agencies, but unique, password -control access will be provided to Country offices/ or Agency Teams, where required
- c. No more than five payment bands should be established, offering access to online volunteers in increments of 10 with an incentive of onsite volunteers at the highest band.
- d. At present, organisations are allowed to mobilise up to 25 online volunteers for each advertised opportunity. In theory, it is anticipated that one online volunteer would be selected for each opportunity. In practice, this does not always occur, for example, when organisations aim to mitigate the possibility of low-quality work and/ or the abandonment of an assignment. During cost recovery, as noted under Finding #11, UN Agencies, in particular, posted fewer opportunities, but mobilised more volunteers for each opportunity. In general, there are also more volunteers than opportunities
- e. In the effort to support the increased engagement of volunteers, and augment the number of posted opportunities, Option 1 recommends that the total number of volunteers mobilised for an opportunity should be equal to the number of opportunities

an organisation commits to post. e.g. if Organisation X pays for Band 1, only 10 volunteers can be mobilised for each posted opportunity. If this aggregate is insufficient, a higher payment band should be requested

- f. The increments outlined below are illustrative and can be amended following internal discussion by Senior Management or after the option has been successfully piloted:
  - Band 1: 10 opportunities posted = Mobilisation of up to 10 online volunteers
  - Band 2: 20 opportunities posted = Mobilisation of up to 20 online volunteers
  - 
  - 
  - 
  - Band 5: 50 opportunities posted = Mobilisation of up to 50 online volunteers and access to 2 onsite volunteers
- g. As costs need to be low to encourage subscriptions, outreach should be extended to more agencies to attain target revenue levels. Subscriptions below are not by year, but by the number of online volunteers mobilised. The suggested payment bands by Net price are:
  - Band 1: USD \$1,500
  - Band 2: USD \$2,500
  - Band 3: USD \$3,500
  - Band 4: USD \$4,500
  - Band 5: USD \$5,500
- h. As an alternative, partners/ clients can pay USD \$20,000 per year for unlimited access to online volunteers. As an incentive for an annual subscription, partners will receive access to up to 3 onsite volunteers. Specifically, with this subscription, an organisation can request the appointment of a national/ international volunteer to provide in-office support for a maximum of 12 months.

#### Option 2: OV Facilitation Partnership

- a. Under this option, UNICEF is presented as an example of an organisation with which UNV can partner to facilitate OV services. The focus on UNICEF is informed by its mandate and its intention to develop an OV platform. As noted under Finding #15, a similar partnership was formed between Cuso International and VSO. In addition, given that some online volunteers have expressed concerns about non-certification, UNICEF has a strong record in providing free online learning with self-certification. Further, as online volunteers have also expressed interest in engaging with the UN System, it is worth noting that UNICEF has the comparative advantage of the UN brand.
- b. UNV can seek to partner with UNICEF to facilitate OV, based on the guidelines below:
  - Following discussions and mutual agreement, the OV modality will be marketed as a joint UNV-UNICEF product
  - A link to free online learning opportunities at UNICEF will be placed on the OV platform



- Online volunteers will be encouraged to register for opportunities and build their capacities through free online learning from UNICEF
- c. In return for UNV's marketing support, UNICEF will be provided with the following Net pricing options:
  - UNICEF logo displayed on homepage of onlinevolunteering.org = USD \$8,000 @ 6 months and at least 30 opportunities posted (by UNICEF)
  - Incentive for 12-month display @ USD \$16,000 and 60 opportunities posted = access to 3 onsite volunteers
  - UNICEF logo displayed on homepage + link to courses generated after OV application is completed = USD \$18,000 @ 12 months and at least 60 opportunities posted (Incentive of access to 3 onsite volunteers)

### Option 3: Simplified Private Sector Scheme

- a. Firms from the private sector should be approached with a request for their sponsorship of the UNV OV platform. When this option was explored in 2014/ 2015, to determine private sector interest, the results of the study showed that access to opportunities were not sufficient. In re-introducing this option, therefore, the emphasis is on acquiring sponsorship and facilitating the visibility of partner firms. Access to opportunities will be secondary and will be arranged upon request. To ensure that there are sufficient opportunities for this option, firms will be matched with one organisation for the duration of their subscription.
- b. In return, firms will receive:
  - Visibility through the uploading of their logo to the homepage of onlinevolunteering.org
  - Access to opportunities to volunteer with CSOs, upon request, through the matching of firms with CSOs based in their specific areas of interest.
- c. Net pricing bands to private sector firms are as follows:
  - 12-month sponsorship = USD\$ 20,000
  - 24-month sponsorship = USD\$ 30,000
  - 36-month sponsorship = USD\$ 35,000

**Recommendation 2: The Digital Transformation (DT) Project Manager, under the direction of the Executive Coordinator, and with support from the DT Team and DT Board, should revisit the strategy for digital transformation, to address the quality of the interface between host organisations and online volunteers (Related to Finding #2; #10; #15).**

179. **Rationale:** A key factor in the sustainability of the OV modality is continued interest from a supply side perspective, where online volunteers remain available to engage in volunteerism through the connections that are facilitated through the UNV platform.<sup>41</sup> Conceivably, the 2019 decline in registrations

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<sup>41</sup> The understanding, here, is that the OV connections are facilitated through the OV platform based on the joint efforts of UNV personnel as outlined in the OV Mainstreaming document.

by online volunteers will be reversed in 2020, given the prospects for an increase in posted opportunities arising from UNV's return to a free OV product.

180. If online volunteers are not satisfied with the quality of their interface with host entities, however, it would be logical for them to source volunteerism opportunities from other platforms. As UNV online volunteers do not receive financial remuneration for their services, it is critical that they receive the benefits and quality of interface that they anticipate from the OV modality. Consequently, to ensure the credibility of its OV services, it is of crucial importance for UNV to address key concerns raised by the online volunteers, including those that pertain to the quality of host organisation interface and the provision of certification.

Priority	Time Implication	Resource Implication
High	February 2021	Moderate - High

181. Closing criteria:

- Amendment of items to be considered/ reviewed during UNV Digital Transformation to include:
  - a. Facilitation of mandatory or automated feedback to applicants following the final selection of an online volunteer
    - On the one hand, the provision of automated feedback is possible if UNV were to play a bigger role in the process of selecting online volunteers for advertised opportunities. Supporting mechanisms would, therefore, include automated methods to monitor delivery and closure of a given opportunity. On the other hand, if UNV were to assume this role, there would be increased scope for delivering the needed functionalities of OV. It follows, that the process around opportunity creation; candidate selection and assignment management needs to be reviewed to determine, in the first instance, how it can be aligned with the onsite modality, which is directly managed by UNV.
  - b. Mandatory rating by host organisations at the end of an assignment, followed by self-certification once tasks have been performed to standard

**Recommendation 3: The Chief of the Executive Office, under the direction of the Executive Coordinator, should institute the Task Force recommendation for inter-divisional collaboration, and engage in regular interface with UNV Sections; the ROs and the Field Units, to facilitate organisational ownership of the OV function (Related to Finding #5; #15).**

182. **Rationale:** As one of the main criticisms levelled at the project was the in silos approach of the OV Team, the OV Task Force on Mainstreaming recommended the cross-matrixing of select staff to encourage required collaboration. Further to mainstreaming, however, there have been complaints of insufficient ownership of project responsibilities. In light of project completion and OV mainstreaming, these responsibilities are now obligatory functions of UNV staff. There have also been concerns across UNV about inadequate communication to staff on high-level decision-making that has implications for the OV function.

183. In support of organisation-wide ownership of the OV modality, and the continuation of the OV learning curve, it is worthwhile for project management to ensure that the Task Force recommendation is fully institutionalised. This process should be supported by regular monitoring of progress, and the

establishment of an interactive feedback mechanism to identify areas of need (e.g. for capacity strengthening) and collate suggestions from staff based on areas of specialty and/ or geographic positioning. The implementation of this facility, combined with the actions that follow, have the potential to contribute towards increased operational efficiency.

Priority	Time Implication	Resource Implication
High	Sep. 2020	Moderate

184. Closing criteria:

- Verification of the activation status of the Task Force recommendation on the cross-matrixing of staff
  - a. Ensure that the existence of a strategy and action plan and confirm implementation or facilitate collaborative exchange across Sections/ ROs/ Field Unit to inform the production of both items
  - b. Follow up and reporting on actions taken
- Establishment of a schedule and mechanism for regular exchange on mainstreamed responsibilities, with emphasis on emergent issues; feedback on delegated tasks, including recommendations for enhancement
  - a. Follow up and reporting on actions taken

**Recommendation 4: The Executive Coordinator, with support from the Senior Management Team, should incorporate the thematic area of inclusiveness into the new UNV Strategic Framework, and delegate the production of an inclusiveness strategy and action plan for application to UNV’s peace and development work (Related to Finding #13).**

185. **Rationale:** The OV Services project was supported by a diverse mix of online volunteers, including persons from traditionally marginalised and underrepresented groups. Online volunteer profiles collated by UNV, as well as for the evaluation, have shown that women are especially numerous among registered volunteers. There has, however, been less representations by persons with disabilities.

186. In support of UNV’s mobilisation mandate, as well as its objective to facilitate broader access to volunteerism, it is in the organisation’s best interest to develop a targeted strategy on inclusiveness, supported by an action plan for implementation. By developing and operationalising these documents UNV will build on the volunteerism principles of Strategic Framework 2018 – 2021, thereby enhancing its approach to mobilising online, as well as onsite volunteers

Priority	Time Implication	Resource Implication
High	Sep. 2021	Moderate

187. Closing criteria:

- Inclusiveness theme incorporated into new Strategic Framework and Executive Board approval sought
- Strategy and supporting action plan on inclusiveness produced
- Implementation of strategy and action plan across organisational programming

**Recommendation 5: The Chief of the Executive Office, under the direction of the Executive Coordinator, should review the mainstreaming arrangements for lead generation and service delivery at the RO and Field Unit levels, to address existing limitations in human resource capacity {Related to Finding #12; #14; #15}.**

188. **Rationale:** Based on its proximity to existing and prospective partners through the ROs and Field Units, UNV has a well-established comparative advantage in localised representation. Through its presence on the ground, UNV has been able to build relationships with project partners and mobilise volunteers at both the regional and country levels.

189. As country representation is reliant on the support of national volunteers, however, there is a risk of vacated posts and loss of institutional memory since national volunteers are not appointed on permanent contracts. Lead generation and service delivery is also challenged by the limitations of staff capacity on the ground, which contrasts with the extensiveness of the workload that is required for this activity. Further, gaps in OV management/ guidance have emerged from the dissolution of the headquarters-based OV Team, with implications for the capacity of newly-recruited OV Assistants at the RO-level to engage in their responsibilities.

190. It is worthwhile, in consequence, for UNV to explore the availability of workable human resource solutions, at the Field Unit level, in particular, to create increased efficiencies that would allow national staff to better address mainstreamed responsibilities.

Priority	Time Implication	Resource Implication
High	Feb. 2021	Moderate

191. Closing criteria:

- Rapid assessment conducted on staff capacities within ROs and Field Units
- Results used to institute mitigation measures to support RO/ Field Unit responsibilities e.g.:
  - a. Appointment of additional national volunteer capacity (temporary measure)
  - b. Appointment of online volunteer supporting capacity (temporary measure)
  - c. Collaboration with UNV Human Resources Section to establish permanent supporting staff post at Regional/ Field Unit level
  - d. Responsibilities of National volunteers/ Country coordinators to include identical approach to (i.e. handling of) the online and onsite volunteering modalities to enhance mainstreaming

**Recommendation 6: The Executive Coordinator, with the support of VSS and the ROs, should revisit the newly established due diligence process for civil society organisations (CSOs) within one year of its implementation, to explore the possibility of extending partnerships to smaller and/or less established CSOs (Related to Finding #13).**

192. **Rationale:** As of January 2020, UNV has embarked on a due diligence process that reduces the level of effort required from staff, to assess the quality and suitability of new and existing host entity partnerships with CSOs for the OV facility. The newly-established criteria have opened partnership formation to CSOs that already have a working relationship with UN Agencies, including UNV, and have also been accredited through UN-approved due diligence procedures. In effect, this system limits partnerships to larger, well-established CSO, as opposed to newer organisations and/ or those that

operate on a small scale. Yet, notwithstanding their cost-free access to the OV platform, CSOs have been the mainstay of OV host entity partnerships with UNV, as evidenced by their almost consistent posting of volunteer opportunities during cost recovery. The contribution of CSOs to assignment creation on the OV platform was in contrast to reduced postings by UNV’s UN and government agency partners.

193. Although UNV is not specifically mandated to partner with CSOs, it is to the organisation’s advantage to continue to explore the possibility of opening partnerships to smaller CSOs, through a simplified and localised due diligence process. This possibility can be explored within one year of the current process, to benefit from lessons acquired. The subsequent approach to the extended partnerships can draw on the assistance of ROs and Field Units through the appointment of supporting staff, including national and online volunteers, as needed, with support from VSS for quality assurance of process. Based on ethical principles, there may be cost considerations if online volunteers were to be engaged for this process.

Priority	Time Implication	Resource Implication
Moderate	Feb. 2021	Moderate

194. Closing criteria:

- Rapid assessment of newly-established due diligence process
  - a. Results used to inform next steps for expanding partnerships to smaller, less established CSOs
  - b. As required, staff pool established to conduct simplified due diligence process, with support from regional staff for oversight of process; in-country staff and online staff to conduct process of enquiry; and Headquarters-based staff (VSS) for quality assurance
  - c. Results of process used for decision-making on new CSO partnerships for OV facility

**Recommendation 7: The Digital Transformation (DT) Project Manager, under the direction of the Executive Coordinator, and with support from the DT Team and DT Board, should continue to prioritise the improvement of UNV’s OV platform to increase the accuracy of data generation and results reporting (Related to Finding #3; #4; #6; #7; #8; #10; #11).**

195. **Rationale:** UNV digital transformation has entailed supporting UNV to become fully digitally equipped as an organisation, to achieve its strategic objectives, as articulated in strategic Framework 2017 – 2021. A major challenge during this process has been the evidence of significant inaccuracies in data reporting, based on data acquired from the OV platform.

196. To mitigate the effects of inaccurate data on UNV’s decision-making, digital transformation will consolidate data/ systems migration to integrate existing systems, into new digital solutions, where applicable, and phase-out other identified systems. As part of this process, data will be ‘cleansed’, to remove duplicates and resolve exceptions. As this approach is relevant for the removal of observed duplications in data reporting and will enhance the configuration of the OV platform, it is recommended that the Digital Transformation Team should continue to prioritise actions in this area.

Priority	Time Implication	Resource Implication
High	Sep. 2021	Moderate - High

197. Closing criteria:

- Data /systems migration and consolidation through data cleansing (removal off duplicates; resolving of exceptions)
- Improved accuracy in UNV data reporting for all volunteering modalities

**Recommendation 8: UNV, under the strategic direction of the Executive Coordinator, should take steps to offer access to the OV platform in all six UN languages and support this process by increasing the visibility of the OV facility within the UN System in the interest of sustainability (Related to Finding #15).**

198. **Rationale:** A central element of UNV OV cost recovery was the marketing of product offerings to existing and prospective clients. The marketing process was, however, affected by language constraints, as the promotional material was not available in three official UN languages (Arabic, Chinese and Russian). As a result, outreach to non-English speaking clients in countries/ regions in which these languages were spoken, was not possible.

199. In addition, the low visibility of the UNV OV facility across the UN System contributed, in part, to the low uptake of OV products by some UN Agencies during cost recovery.

Priority	Time Implication	Resource Implication
High	Sep. 2020 – OV Marketing Sep. 2022 – OV Marketing in 6 official languages	Moderate - High

200. Closing criteria:

- New Strategic Framework communicates UNV’s intention to offer its OV services in all six official languages
- Establishment of an internal Committee or Task Force to facilitate discussion on next steps
- Development and implementation of a strategy and action plan for OV in six official languages
- Development and implementation of a parallel strategy and action plan for marketing OV
  - a. This process can commence in 2020, and can be developed further as the OV services evolve (e.g. with the introduction of new languages)

### 5.3 Lessons learned

201. This evaluation has generated several lessons that are important for the continued evolution of the UNV OV modality, as outlined below:

- 1) **A long-term financial partnership has the potential to create a safety net for project implementation, but does not, necessarily, allow for results sustainability or the infinite continuation of the project modality.** The OV Services project benefitted, in major part, from project funding that was guaranteed by financial allocation and informed by long-term BMZ-UNV relations. In the absence of a sustainability strategy at project start-up, however, there were limited options for

sustaining the project management modality, to support the achievement of anticipated project results.

- 2) **Cost recovery mechanisms can be confronted by the disapproval of end-users, but are necessary for reclaiming operational costs that would be otherwise absorbed by limited organisational resources.** While the constant underlying costs of the OV facility are not necessarily apparent to end-users, they are requisite for extending volunteerism outreach and sustaining service provision to required standards of quality.
- 3) **Although cost recovery presents as a viable approach to generating project revenue, its effectiveness can be significantly challenged when there is no assessment of risk.** In the absence of a risk assessment of the cost recovery modality during project design, the OV Services project faced limited options to address lower than anticipated revenue from efforts to recover project costs.
- 4) **Mainstreaming is not an end in itself, but requires ongoing assessment and follow-on action to sustain process efficiencies.** Although the core responsibilities of the OV Services project were delegated across UNV Sections, there has been slow uptake through ownership, followed by emergent challenges in relation to human resource limitations.





## Appendix I Terms of Reference

### 93921\_UNV Online Volunteering Services Evaluator - Final Project Evaluation



Advertised on behalf of :

<b>Location :</b>	Home based with one mission to Bonn, Germany
<b>Application Deadline :</b>	25-Oct-19 (Midnight New York, USA)
<b>Time left :</b>	1d 8h 31m
<b>Type of Contract :</b>	Individual Contract
<b>Post Level :</b>	International Consultant
<b>Languages Required :</b>	English
<b>Starting Date :</b> (date when the selected candidate is expected to start)	31-Oct-2019
<b>Duration of Initial Contract :</b>	21 working days
<b>Expected Duration of Assignment :</b>	21 working days

#### Background

The United Nations Volunteers (UNV) Programme intends to hire an international consultant in the capacity of Evaluator for the Corporate Project “A global multi-stakeholder partnership for sustainable development: Online Volunteering and Innovation”.

#### Project Information

Project Title: A global multi-stakeholder partnership for sustainable development: Online Volunteering and Innovation

Corporate outcome and output: UNV Strategic Framework 2018-2021\* Outcome 2: The UN System is committed to deliver on the 2030 Agenda through the engagement of UN Volunteers and integration of volunteerism

Output 2.1 Expand opportunities for more people to contribute to the UN’s development, peace and humanitarian efforts

Expected project outcome: Improved UN Volunteer mobilization by better delivery through responsive and innovative UN Volunteer solutions

Country: Global corporate outreach

Date project document signed: 14 December 2015

Project dates: Start 1 December 2015 - End 31 December 2019

Project budget: 2,755,000 USD

Project expenditure at the time of evaluation: 2,504,032 USD

Funding source: BMZ Germany, United Nations Volunteers (UNV) Programme (Special Voluntary Fund)

Implementing Agency: United Nations Volunteers (UNV) Programme

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 is administered by the United Nations Development Programme (UNDP) and reports to the UNDP/UNFPA/UNOPS Executive Board.

UNV mobilizes volunteers to serve in UN agencies, both in development programmes and peacekeeping operations. 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 activities, 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 legislation.

Executive Board decision 2006/18 confirmed UNV's business model, leading to UNV being operational in three domains:

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

UNV enjoys a unique global mandate to promote volunteerism for development and has done so since 1970. UNV works under a dual mandate – to mobilize volunteers for the United Nations System and to advocate for the importance of volunteerism in development worldwide.

In 2018, 7,201 people from about 160 nationalities served as UN Volunteers in about 130 countries. UNV also operates the Online Volunteering service, which connects development organizations directly with online volunteers who can provide services and advice over the internet. In 2018, 17,576 Online Volunteers undertook volunteering assignments. Volunteers contribute their skills online to help

organizations address development challenges. Organizations collaborate with online volunteers over the Internet to strengthen the impact of their development work. The Online Volunteering website ([www.onlinevolunteering.org](http://www.onlinevolunteering.org)) is the cornerstone of the service operation as it:

- enables registered organizations to publish and manage their online volunteering opportunities and the volunteer applications they receive,
- offers potential volunteers a platform to access and apply for online volunteering opportunities,
- provides the Online Volunteering service team the necessary tools for ensuring efficient management and quality delivery (by vetting organization applications and opportunities as well as by monitoring the overall service operation),
- serves as a communications vehicle that enables the Online Volunteering service team to reach out to the global community of organizations and volunteers through promotion activities.

\*Project was formulated under the previous UNV Strategic Framework (SF) 2014- 2018 with distinct SF's outcome and output

### **Duties and Responsibilities**

With the project coming to an end in December 2019, the Evaluation is expected to clarify and document underlying factors affecting the project results and opportunities, to highlight unintended consequences (positive and negative), and to draw broad lessons learnt. While the Evaluation is expected to draw conclusions on UNV's Online Volunteering Service effectiveness (summative), it will also need to be prospective (formative). Namely, the Evaluation should also provide forward looking inputs regarding the services and functionalities offered by the Online Volunteering service and the capacity to operate the service. This aims at supporting UNV's interventions at the next stage, including informing the upcoming mid-term review of UNV's Strategic Framework (SF) 2018-2021 and the development of the next generation of the UNV SF.

**The main objective** of the consultancy service is to conduct an independent final evaluation and to prepare a respective evaluation report of the Online Volunteering project, outlining performance vis-à-vis outcomes and outputs as per Project Document.

### **The specific objectives of the final evaluation are the following:**

- **Review the performance of the project** in achieving the outputs as per the Project Document and their contributions to outcome level goals by providing an objective assessment of the intervention's results, achievements, and constraints.
- **Generate lessons to inform current and future corporate strategies.** Identify factors, which facilitated or hindered the results' achievement, both in terms of the external environment and those related to internal factors. This should include but not be limited to assessing the strengths and weaknesses in different implementation stages of the project, its design, institutional arrangements, management and coordination, corporate decisions and human resource.

- **Assess the UNV Online Volunteering service's new cost recovery model:** What worked, what did not and why? By looking at both project financing (disbursements and co-financing), as well as external market dynamics, provide recommendations on cost recovery models.

### **Evaluation criteria and key questions**

Key criteria to be addressed by the evaluation are relevance, effectiveness, efficiency, and sustainability of the project.

To reach the overall and the specific objectives of the evaluation, the following are some exemplary key questions to be addressed:

- Has the project strategy been appropriate to reach the intended outputs and outcomes?
- To which extent has the project addressed cross cutting issues including gender and rights-based approach?
- What were the project's response mechanisms and how did it adapt to unforeseen external and internal factors?
- Do past results and strategies represent enough foundation for future progress and success of the Online Volunteering service?
- What is the comparative advantage and added value of the volunteering element within the project?

### **Methodology**

During this evaluative exercise, it is suggested the consultant applies a mix of qualitative and quantitative approaches. The following are elements of proposed data collection and analysis.

- Desk review of relevant documents (project documents, UNV Strategic Framework, review and annual reports etc.),
- Briefing in person with the Senior Management, Programme Unit and Executive Office
- Remote / Online data collection and analysis, including analysis of the cost recovery model and its impact on the OV services and volunteer opportunities trends.
- Remote / Online discussions and interviews with the project team, project partners, representatives of involved stakeholders, Online Volunteers, host organizations and donor;
- Remote / online debriefing sessions on findings and recommendations with the UNV Management Team.

The detailed design, including and evaluation matrix to link the evaluation criteria and questions with data collection methods and sources of data, shall be developed by the consultant during the inception phase.

## **Project Evaluation Deliverables and Timeline**

### **Expected outputs/key deliverables / Place / Estimated days**

- 5) Desk review of relevant documents (project documents, UNV Strategic Framework, annual reports, etc.) / Home-based / 2 days
- 6) Briefing in person with the Senior Management, Programme unit and the Executive Office / UNV HQ Bonn, Germany / 1 day
- 7) Inception Report (10-15 pages) to be produced before the evaluation starts: Desk review; inception report to include methodology, survey design and a detailed interview plan / Home-based / 2 days
- 8) Evaluation conducted: Comprehensive assessment, survey, expert interviews focus group consultations among key stakeholders conducted / Home based / 7 days
- 9) Evaluation Debriefing on preliminary findings with UNV Senior Management, Programme Unit and Executive Office / Online / 1 day
- 10) Draft Evaluation Report (30 to 40 pages including executive summary, excluding annexes): Draft evaluation report is compiled, drafted and consolidated /Home based/ 4 days
- 11) Consultation/Verification/ Presentation: Electronic peer review of draft evaluation report by Senior Management, Executive Office and Programme Unit conducted Issues/ comments log produced /Online / 5 days /1 days
- 12) Final Evaluation Report (30 to 40 pages including executive summary, excluding annexes): the report is finalized including comprehensive list of recommendations by integrating all relevant comments of the electronic peer review and the MT presentation / Home based / 2 day
- 13) Presentation of the Final Evaluation Report to UNV Management Team /Online / 1 day
- 14) Final Evaluation, Evaluation brief and relevant knowledge products produced and available/ Home based

The consultancy work is expected to be completed within one month and a half from the date of contract signature. The consultant is required to prepare and submit the entire plan in a way that allows the achievements of all deliverables to be completed within one and a half month.

### **Evaluation Management**

This evaluation is commissioned by the responsible UNV Programme Unit which is part of the Volunteer Solutions Section. UNV's Executive Office will provide guidance and quality assurance throughout the evaluation process.

Based on the UNDP policy and guidelines for evaluations, the consultant will develop key evaluation questions and the final design and methodology of the evaluation in consultation with Programme Unit and the Executive Office.

## **Competencies**

### **Corporate Competencies:**

- Integrity, professionalism and respect for diversity.

### **Functional Competencies:**

- Knowledge of global market of online volunteering solutions, platforms and tools;
- Strong communication and interpersonal skills, demonstrated ability to build trust;
- Excellent organizational, team-building and planning skill;
- Demonstrated ability to work effective in team, delivering through and with others.

Evaluations will be conducted in accordance with principles outlined in the UNEG “Ethical Guidelines for Evaluation” [www.uneval.org/search/index.jsp?q=ethical+guidelines](http://www.uneval.org/search/index.jsp?q=ethical+guidelines).

## **Required Skills and Experience**

### **Academic Qualification:**

- Minimum of a master’s degree or equivalent in Management, Development Studies, International Affairs or any other relevant field.

### **Experience:**

- At least 8 years of work experience in evaluating programs related to international development, and/or volunteering / online solutions for volunteering;
- Outstanding analytical and writing skills in English;
- Experience corporate level projects evaluation is an advantage;
- Familiarity or experience with the international voluntary sector is an advantage.

### **Languages:**

- Fluency in written and spoken English is essential;
- Knowledge of French or Spanish will be an advantage.

### **Criteria for Selection of the best Offer:**

The selection of the best offer will be based on the combined scoring method, where the qualifications and methodology will be weighted 70 percent, and then combined with the price offer, which will be weighted 30 percent.

### **Key selection criteria are**

- Proposed approach and methodology (25%)
- Proven experience monitoring, reviews and evaluation (15%)
- Proven meta-analysis skills for evaluative exercises (15%)
- Excellent report writing skills i.e. at corporate level (15%)

### **Application procedure**

Applicants have to provide a technical and financial proposal.

The **technical proposal** shall consist of:

- **Motivation Letter** describing their interest in the assignment and why they are the most suitable for the work;
- **Latest personal CV or P11**, including past experience in similar projects and at least three references
- **A technical proposal:** shall describe the methodology and the approach on how to fulfil the required deliverables as well as outline the major components of its implementation;

**The financial proposal shall consist of**

- **Letter to UNDP Confirming Interest and Availability**-please fill in the attached form [https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_%20Individual%20Contract\\_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default)); The financial proposal shall consist of an all-inclusive lump sum for the whole duration of the contract period, which shall include the consultancy fee, costs of living, costs for insurance, and cost of travel to and from the duty station. The financial proposal shall also contain a breakdown of these costs. The lump sum/contract price is fixed regardless of subsequent changes in the cost components

**PLEASE NOTE THAT INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR FURTHER EVALUATION**

Qualified women and members of social minorities are encouraged to apply. Due to the large number of applications we receive, we are only able to inform the successful candidates about the outcome or status of the selection process.

**How to Submit the Application:**

To submit your application online, please follow the steps below:

- Merge your Cover Letter, CV, Technical Proposal and Letter to UNDP Confirming Interest and Availability (including the financial proposal) into a single file. The system does not allow for more than one attachment to be uploaded;
- Click on the Job Title (job vacancy announcement);
- Click “Apply Now” button, fill in necessary information on the first page, and then click “Submit Application;”
- Upload your application/single file as indicated above with the merged documents (underlined above);
- You will receive an automatic response to your email confirming receipt of your application by the system.

Queries should be sent to : [procurement@unv.org](mailto:procurement@unv.org), att Madalina Florica clearly marking: **93921\_UNV Online Volunteering Services Evaluator**

**Applications sent by email will not be considered.**



## Appendix II OV Products – Description and Cost

Online Volunteering Product	Features	Potential revenue	Cost recovery target
<b>Product A:</b> Online Volunteering Capacity Solution	<ul style="list-style-type: none"> <li>– Flat usage fee for UN Agencies based on UNV services, charged on yearly basis</li> <li>– Costs per opportunity based on average mix of opportunity task, complexity, user savviness</li> <li>– Two alternative purchase options (6 tiers vs 20 bands)</li> <li>– Price bands/ tiers per opportunity volume usage</li> <li>– Incentive discount on the first and higher bands/ tiers</li> </ul>	<b>Alternative 1 @6 tiers:</b> <ul style="list-style-type: none"> <li>– USD\$2,500 – \$177,000</li> </ul> <b>Alternative 2 @ 20 bands:</b> <ul style="list-style-type: none"> <li>– USD\$2,475 – \$236,250</li> </ul>	USD\$969,738
<b>Product B1:</b> Volunteer Management Platform for the government sector (Extensions to the Government Sector and VIOs)	<ul style="list-style-type: none"> <li>– All-in usage fee               <ul style="list-style-type: none"> <li>• Lead platform</li> <li>• UN reporting</li> <li>• User identity</li> <li>• Expertise</li> </ul> </li> <li>– Charged on yearly basis</li> <li>– Local costs for developing volunteer management platform</li> <li>– Fixed price linked to countries' development</li> <li>– 2 durations of 1/ 3 years based on lessons from pilot with incentive discount on 3 years</li> <li>– Assessed financial impact/ absorption per market per partner</li> </ul>	<b>Government sector in:</b> <ul style="list-style-type: none"> <li>– Less developed countries: USD\$25,000 - \$75,000</li> <li>– Mid-income countries: USD\$49,000 - \$147,000</li> <li>– Developed countries: USD\$75,000 - \$225,000</li> </ul> <b>VIOs in:</b> <ul style="list-style-type: none"> <li>– Less developed countries : USD\$5,000 - \$15,000</li> <li>– Mid-income countries: USD\$20,000 - \$60,000</li> <li>– Developed countries: USD\$35,000 - \$105,00</li> </ul>	USD\$313,803
<b>Product C:</b> Employee Volunteering Solution for corporate employees (Extensions to the Private Sector)	<ul style="list-style-type: none"> <li>– All-in usage fee               <ul style="list-style-type: none"> <li>• Opportunities</li> <li>• Quality control</li> <li>• UN reporting</li> <li>• User identity</li> </ul> </li> </ul>	<b>1-year annual commitment for up to 1000 registered employees: USD\$49,000</b>	USD\$330,620

Online Volunteering Product	Features	Potential revenue	Cost recovery target
	<ul style="list-style-type: none"> <li>– Charged on yearly basis</li> <li>– Incentive discount on 3 years</li> <li>– Fixed price topped at 1,000 employees registered, with add-on price for every extra 500 registered employees</li> <li>– 2 durations of 1/ 3 years based on lessons from pilot with incentive discount on 3 years</li> <li>– Assessed financial impact/ competitors’ offer/absorption per market per partner</li> </ul>	<p><b>3-year annual commitment for up to 1000 registered employees: \$147,000</b></p> <p><b>Every extra 500 employees registered: \$USD\$19,600</b></p>	

## Appendix III Key Sources of Primary and Secondary Data

DATA SOURCE	DESCRIPTION
Primary sources	<ul style="list-style-type: none"> <li>• UNV Headquarters</li> <li>• UNV Regional Offices</li> <li>• UNV Field Offices</li> <li>• OV donors</li> <li>• OV Host Entities/ Project partners</li> <li>• Online volunteer pool</li> <li>• Other relevant stakeholders</li> </ul>
Secondary sources	<ul style="list-style-type: none"> <li>• Concept documents</li> <li>• Project management reports (progress reports; financial reports; internal review reports; results monitoring reports; etc.)</li> <li>• Strategic reports (Strategic framework; Marketing analysis and strategy; Screening and selection procedures; etc)</li> <li>• External reviews, assessments and evaluations</li> <li>• Other relevant documentation</li> </ul>

## Appendix IV Approved Methodology

### Technical Approach

In order to meet the requirements of the ToR and adhere to standard UNEG<sup>42</sup> guidelines for evaluations, the technical approach to the evaluation was inclusive and participatory, and was supported by utilisation-focused principles; mixed-methods; and a client-approved evaluation matrix.

### Inclusive Participatory Approach

Given the specific objectives of the evaluation, the application of an inclusive participatory approach was appropriate for two reasons. First, it facilitated a pragmatic evaluation by engaging all categories of relevant stakeholders in the design and implementation stages, as key informants of the project of focus. Second, from an ethical perspective, key informants have a right to be involved in decision-making that affects them.<sup>43</sup> It follows, that by engaging relevant project stakeholders/key informants in the evaluation design through to results interpretation phases, the evaluation benefited from their knowledge and experience of the core project activities. This approach contributed towards better quality data; increased accuracy during data analysis and results interpretation, resulting in a better understanding of collated data. By default, the inclusive participatory approach supported the formulation of appropriate recommendations and greater uptake of the evaluation results.<sup>44</sup>

### Utilisation-focused Evaluation Principles

The use of utilisation-focused evaluation principles complemented the inclusive participatory approach, as it was based on the understanding that the evaluation should be useful to its end-users<sup>45</sup>. Utilisation-focused evaluation principles use participatory methods to determine what the end-users want from the evaluation, thereby supporting ownership of the evaluation by its intended users. The benefit of this approach is an increased uptake of the evaluation results to enhance strategic planning and follow-on programming. Relatedly, therefore, this evaluation had summative and formative components. While the former involved a retrospective review of project performance, the intent of the latter was to support the mid-term review of the UNV 2018-2021 Strategic Framework and the development of the new strategic framework.

To ensure that the evaluation was owned by its intended end-users during design and implementation, therefore, the evaluator engaged all categories of stakeholders who had been involved in the UNV Online Volunteering Services Project. The intention was to capture the unique experiences and perspectives of all relevant project stakeholders, who were recognised as being key informants of project design and implementation, as well as the emergent project results. Importantly, however, the evaluation maintained its independence and impartiality during key informant engagement, as the evaluator was responsible for the final analysis of the evaluation data, as well as the interpretation and synthesis of results.

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<sup>42</sup> United Nations Evaluation Group

<sup>43</sup> United Nations, 2003. *The Human Rights-based Approach to Development Cooperation: Towards a Common Understanding among UN Agencies*. Available at: <http://hrbportal.org/the-human-rights-based-approach-to-development-cooperation-towards-a-common-understanding-among-un-agencies> [Accessed online 20 October 2019].

<sup>44</sup> Guijit, I, 2014. *Participatory Approaches*. Florence: UNICEF.

<sup>45</sup> Patton, M.Q., 2010. *Utilisation-focused evaluation*. 4<sup>th</sup> edition. Thousand Oaks, California: Sage Publications.

## Mixed Methods

Based on the specifications of the ToR, it was anticipated that data collection and analysis would have generated qualitative and quantitative results, thereby requiring a mixed-methods approach comprising qualitative and quantitative techniques. The use of mixed methods supported: i) the application of methodological techniques that were suitable for collecting and analysing the type of data that is generated; ii) the cross-validation of data from multiple sources, to increase results credibility for developing the main evaluation findings; and iii) enhanced data collection and analysis through the synergies created across different methods, whereby a given method would generate data or results to inform another.<sup>46</sup>

## Evaluation Matrix

Using the logical framework approach<sup>47</sup>, an evaluation matrix was developed to articulate the main evaluation issues, supported by key questions and sub-questions; performance indicators; and means of verification. The evaluation issues were conceptualised under four criteria (relevance; effectiveness; efficiency and sustainability), which were informed by ToR specifications and the definitions advanced by the OECD-DAC.<sup>48</sup>

Given the emphasis that had been placed on learning and strategic planning within the ToR, two additional criteria were incorporated into the evaluation matrix, namely lessons learned; and recommendations. The cross-cutting themes, gender; rights-based and South-South cooperation, were also incorporated, to further explore the established project targets. Appendix III presents the standard definitions for each evaluation criterion that were applied to the evaluation.

The final selection of evaluation criteria involved collaborative discussion between the evaluator and UNV during the Inception Phase of the evaluation.

A draft evaluation matrix was incorporated into the draft Inception Report and Work Plan, which was submitted to UNV for internal dissemination, review and feedback. Once received, this feedback was used to finalise a client-approved Inception Report and Work Plan, including a finalised evaluation matrix, to guide all evaluation activity.

## Sampling

As the ToR identified a range of documentation and stakeholder categories that were relevant for this evaluation, purposive sampling based on a sequential approach was used to select relevant documents and stakeholders/ key informants for inclusion in data collection activity. The rationale for this approach to sampling was linked to one of the main limitations to the evaluation, resource scarcity, which is a common challenge during data collection. Purposive sampling was used to mitigate this limitation and achieve the level of rigour that was required for a robust evaluation. To support greater accuracy and preciseness during data collection, purposive sampling was structured around the main evaluation criteria and questions. When purposive sampling is supported by a sequential approach, it has the further

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<sup>46</sup> Nagy- Hesse-Biber, S., 2010. *Mixed Methods Research: Merging Theory with Practice*. London: The Guilford Press.

<sup>47</sup> United Nations Development Programme, 2011. *Outcome-level Evaluation: A Companion Guide to Handbook on Planning, Monitoring and Evaluating for Development Results for Programme Units and Evaluators*. Available at: [http://web.undp.org/evaluation/documents/guidance/UNDP\\_Guidance\\_on\\_Outcome-Level%20Evaluation\\_2011.pdf](http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20Evaluation_2011.pdf) [Accessed online 22 October 2019].

<sup>48</sup> OECD-DAC – Organisation for Economic Co-operation and Development – Development Assistance Committee

advantage of allowing data collection to evolve alongside emergent findings, by creating the flexibility for data collection at any stage of the evaluation from additional data sources.

All documents of relevance for this evaluation were included in the desk review sample subject to their availability. Key informants were selected for consultations based on the main selection criterion, *category of project stakeholder*. The sample of key informants was, therefore, selected from categories of stakeholders that had been involved in the design and implementation of the OV Services project, namely: i) the Online Volunteers; ii) UNV staff, comprising the Executive Office, Senior Management and, Project staff; iii) the external donor agency; and iv) the Host entities/ project partners, comprising civil society organisations (CSOs); government/ public institutions; and volunteer-involving organisations.

To accord with the purposive approach to sampling, there was no numerical limit on the number of key informants who were to be consulted by interview. The evaluation sought to engage individuals with leading responsibility for project management; mainstreaming; service delivery; and project funding, as applicable, from each stakeholder category. This approach was used to facilitate accurate responses to the main evaluation questions.

As the evaluation used electronic surveys to engage two categories of project stakeholders, online volunteers and host entities, pre-determined criteria were applied to establish an appropriate sample size from each stakeholder category, to increase data reliability and results accuracy. Using the demographical data that was available for the UNV Online Volunteers, in alignment with key performance indicators for the OV Services project<sup>49</sup>, a stratified random sample<sup>50</sup> of Online Volunteers was selected based on a 95% confidence level (5% margin of error). The main selection criteria were: i) gender; ii) geographic location, with emphasis on the North-South divide; and iii) disability status. Table 1 outlines the sampling criteria and sample estimate that was selected for administering an electronic survey to UNV Online Volunteers who were engaged by the project during its lifecycle.

The sample size for Host Entities/ project partners was calculated using a similar approach, subject to the availability of stratification data that aligned with key project performance indicators (e.g. level of satisfaction with the online volunteering collaboration). Further, to ensure that survey responses captured the possible effect of the project on organisational development, the selection criteria included a longstanding partnership between organisations and UNV. The timeframe for this criterion was partnerships that extended beyond the project lifecycle (i.e. over four years). Table 2 outlines the stratification criteria and sample estimate that were used to administer an electronic survey to Host Entities/ project partners of the UNV Online Volunteering Service project. Subject to the availability of additional stratification data on this category of project stakeholders, the sample size would have been stratified further.

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<sup>49</sup> As demographical data on the ages of the Online Volunteers was unavailable, age was not included among the sample selection criteria

<sup>50</sup> Stratified random sampling is used to ensure the representation of the main research parameters and/ or target groups in each sample

**Table 1: Sampling Strategy- UNV Online Volunteers<sup>51</sup>**

Stratification criteria		Description	2015 - 2019	
			Population of online volunteers	Sample size
1.	Gender	Male	21,558	378
		Female	39,958	381
		Other	30	28
2.	Geographic location	Global North	37,351	381
		Global South	40,228	381
3.	Disability Status	Persons living with a disability	2,318	382
		No disability	63,829	330
Total			205,426	2,261

Source: UNV Internal database, 2019

**Table 2: Sampling Strategy- Host Entities/ Project partners<sup>52</sup>**

Stratification criteria		2015 - 2019	
		Population	Sample size
1.	Civil Society Organisations	1836	318
2.	Public Institutions	75	63
3.	UN Entities	774	257
Total		2,685	638

Source: UNV Internal database, 2019

## Methods

The evaluation was implemented over five distinct but overlapping phases: Phase 1: Inception; Phase 2: Data collection; Phase 3: Data analysis and synthesis; Phase 4: Reporting; and Phase 5: Assignment management, as described below.

**Phase 1: Inception (2.5 days):** Following the finalisation of contractual details, the Inception Phase of the evaluation, the core elements of the Inception included a Start-up discussion between the evaluator and

<sup>51</sup> Sample sizes were calculated using Qualtrics software

<sup>52</sup> Sample sizes were calculated using Qualtrics software

UNV (conducted remotely, by Skype), and an in-person briefing at UNV Headquarters. Discussions held during this phase were used as an interface for clarifying evaluation requirements and client expectations. The main deliverable during the Inception Phase was the Inception Report and Work Plan, a draft version of which was submitted to UNV through the evaluation focal point persons, for internal dissemination, review and comment. Feedback received was used to inform report finalisation for use as the client-approved evaluation guideline. The final Inception Report and Work Plan comprised the approved evaluation design, including the methodology and data collection protocols.

**Phase 2: Data Collection (7 days):** Data collection involved the desk review of relevant documents and the literature, as applicable, and key informant consultations. An in-depth desk review of relevant documentation was guided by the key questions and sub-questions of the approved evaluation matrix. Additional documents acquired during data collection were also subjected to in-depth desk review. Consultations with key informants were conducted by interview (individual and/or small-group interviews using Skype), and electronic survey. All interviews were guided by the client-approved data collection protocols, which were tailored to each category of key informant. Electronic surveys were administered to UNV Online Volunteers and Host entities using the Survey Monkey platform. The use of the electronic survey method was aimed at extending the reach of data collection within a short timeframe.

Purposeful sampling using a sequential approach was used to select documents and key informants, as potential sources of data, to: i) ensure that the evaluation responded to its main questions; and ii) allowed for the ongoing identification of additional data sources throughout the evaluation. The selection of potential survey respondents was based on stratified random sampling to ensure the representativeness of each sample. Both approaches to sampling were informed by client-approved selection criteria.

The data that was collected will remain the property of UNV as its custodian, and no part of this study will be reproduced or used to inform subsequent work without the written permission of UNV.

**Phase 3 – Data Analysis and Synthesis (1.5 days):** The analysis of data was aligned to the approved technical approach to the evaluation and complied with the international evaluation standards of the UNEG; UNDP; and OECD-DAC. Data validity was assured through cross-referencing and triangulation from multiple data sources. In order to purposefully influence analysis through triangulation, and produce credible evaluation findings, the following methods of analysis were used:

- **Descriptive analysis** of the UNV Online Volunteering Services Project to describe its main components, including activities, partnerships, modalities of delivery, etc. Descriptive analysis was used to facilitate increased understanding of the project, as a first step that preceded more interpretative analysis;
- **Content analysis** of documents and notes arising from interviews and focus group discussions with key informants, to identify common trends and themes, and patterns for each of the key evaluation issues (as the main units of analysis). Content analysis was also used to flag diverging views and opposite trends, where applicable, and determine whether additional data collection was required. Emerging issues and trends were synthesised to inform each stage of the reporting process (validation; draft reporting and final report);



- **Quantitative analysis** of data on the achievement of quantitative project targets, where applicable, and resource use during project design and implementation. Simplified analyses were conducted on all quantitative datasets using spreadsheet software (Excel), to generate summary statistics. The statistics that were generated were further used to develop emergent findings and inform comparative analysis; and
- **Comparative analysis** to examine findings across emerging themes, and to identify good practice and innovative approaches, where applicable, and lessons learnt. Information was organised according to hypotheses generated. The main evaluation findings were generated through this process. Case study vignettes were to be developed at this stage, where applicable, to document examples from project design and implementation, including lessons learned and good practice, relative to the main evaluation criteria. The case study vignette is a short, descriptive, summary example of the effects and workings of programming.<sup>53</sup> Vignettes would have varied in length and detail according to the specific example and the amount of data available. While they are not intended to be aggregated or consolidated into an account of overall impact, they provide rich qualitative data on selected examples in given settings.

In line with the use of utilisation-focused principles, preliminary findings from data collection were shared with UNV following the completion of the data collection phase during a debriefing and validation session. Consolidated feedback received was used to initiate further data collection, where required, as well as inform further reporting, as discussed below.

**Phase 4 – Reporting (9.75 days):** Phase 3 of the evaluation involved reporting on preliminary findings during a debriefing and validation session to UNV by Skype. Feedback from this session was used to inform the draft evaluation report, for submission to UNV, for internal dissemination and review. Consolidated feedback from UNV was to be used to inform the Final Evaluation Report, written in jargon-free language and of 30 – 40 pages in length (excluding Annexes). As requested by the ToR, the evaluator was also required to facilitate a remote PowerPoint presentation of the Final Evaluation Report to UNV Senior Management.

**Phase 5 – Assignment management (0.25 day):** Assignment management occurred throughout the evaluation and adhered to the quality assurance procedures that have been established by UNDP; UNEG; and OECD-DAC. This phase of the evaluation entailed the timely implementation of all evaluation activity, and the provision of informal updates to the UNV point persons on progress made. The evaluator also immediately reported any emergent incident that had bearing on the evaluation to UNV.

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<sup>53</sup> Patton, M. 2001. *Qualitative Research and Evaluation Methods*. California: Sage Publications.

## Appendix V Evaluation Criteria

EVALUATION CRITERIA		DEFINITIONS
1.	Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies
2.	Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance
3.	Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results
4i.	Cross-cutting theme: Gender	Achieving gender equality and eliminating all discrimination on the basis of sex
4ii.	Cross-cutting theme: Rights-based	Facilitating the capacity of rights-holders to claim their rights and duty-bearers to fulfil their obligations
4iii.	Cross-cutting theme: South-South cooperation	Incorporating and fostering technical cooperation among nations in the global South
5.	Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed  The probability of continued long-term benefits; the resilience to risk of the net benefit flows over time
6.	Lessons learned	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations; frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact
7.	Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources.

Source:

- OECD DAC Glossary of Key Terms in Evaluation and Results-based Management, #1 - #3; #5 - #7
- UNDG RBM Handbook 2009 (last modified 2019), #4i – iii

## Appendix VI Theory of Change (Re-visited)

**Project purpose:** To create a global multi-stakeholder partnership for sustainable development through online volunteering and innovation

**Strategic goal:** UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes

**Project impact:** Improved UN Volunteer mobilization by better delivery through responsive and innovative UN Volunteer solutions

<p><b>Outcome 1:</b> Development organisations have enhanced capacities in delivering more efficient service</p>	<p><b>Outcome 2:</b> Strengthened inclusion and citizen engagement.</p>	<p><b>Outcome 3:</b> Mainstreamed OV service function across UNV processes</p>
<p><b>Output 1.1:</b> Demand generated for UNV OV Services</p> <ul style="list-style-type: none"> <li>• 22,000 UN Online Volunteers mobilised (59% female; 62% from South; 62% youth)</li> </ul>	<p><b>Output 2.1:</b> New service developed for operations and new opportunities created for volunteers</p> <ul style="list-style-type: none"> <li>• New service lines and products piloted to diversify volunteering facilities</li> </ul>	<p><b>Output 3.1:</b> OV Project exit strategy and transition plan for OV mainstreaming developed and implemented</p>
<p><b>Output 1.2:</b> Quality OV services delivered</p> <ul style="list-style-type: none"> <li>• 95% of organisations and UN Online Volunteers satisfied with their collaboration</li> <li>• 80% of organisations confirm having enhanced capacities</li> </ul>	<p><b>Output 2.2:</b> New products created for new clients</p> <ul style="list-style-type: none"> <li>• New products piloted to diversify partnerships</li> </ul>	
<p><b>Output 1.3:</b> OV Platform revamped</p> <ul style="list-style-type: none"> <li>• 3,800 organisations registered</li> </ul>	<p><b>Output 2.3:</b> Community engaged through communication, coalitions and dialogue</p> <ul style="list-style-type: none"> <li>• 100 new partners engaged</li> </ul>	
<p><b>Output 1.4:</b> Cost recovery of OV services</p> <ul style="list-style-type: none"> <li>• 100% resources mobilized through cost-sharing</li> </ul>	<p><b>Output 2.4:</b> UNV's funding sources diversified through innovation</p> <ul style="list-style-type: none"> <li>• Resources generated</li> </ul>	

# Appendix VII Evaluation Matrix

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
1.0 Relevance	1.1 What is the relevance of the OV Services project to its main stakeholders?	1.1.1 In what ways has the project been strategically relevant to UNV?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:                             <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of alignment between project goal and UNV strategic policy</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:                             <ul style="list-style-type: none"> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul> </li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>- Project support</li> <li>- Service delivery</li> <li>- Project development and innovation</li> </ul>			
		<p>1.1.2 What evidence is there of the strategic relevance of project activities to external donor priorities?</p>	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>- BMZ representatives</li> <li>- UNV Executive Office</li> <li>- Senior beneficiaries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of strategic alignment between project design/ implementation and policies/ priorities</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>			
		1.1.3 How relevant is the project to its host entities/ project partners?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of alignment with strategic needs/ organisational priorities of project partners</li> <li>• Evidence of consultations with host entities during project design/ enhancement/ implementation</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>			
		1.1.4 How has the project been relevant to the online volunteers?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of consultations with online volunteers during project design/ enhancement/ implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports               <ul style="list-style-type: none"> <li>– Consultations with key informants:</li> <li>– Online Volunteers</li> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Consultations with key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>



RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
2.0 Effectiveness <sup>54</sup>	2.1 What evidence is there to indicate that the project has achieved its target results?	2.1.1 How has the project contributed to enhanced capacities within development organisations to enable them to provide more efficient services? (Outcome 1)	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of built capacity by project partners for improved service delivery following online volunteer engagement:</li> <li>• Quality OV services delivered</li> <li>• 80% of organisations confirm having enhanced capacities</li> <li>• 95% of organisations and UN Online Volunteers satisfied with their collaboration</li> <li>• Demand generated for UNV OV Services</li> <li>• 3,800 organisations registered</li> <li>• OV Platform revamped</li> <li>• 3,800 organisations registered</li> <li>• 22,000 UN Online Volunteers mobilised</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

<sup>54</sup> Indicators have been extracted from project logical framework

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>		<p>(59% female; 62% from South; 62% youth)</p> <ul style="list-style-type: none"> <li>• Cost recovery of OV services</li> <li>• 100% resources mobilized through cost-sharing</li> <li>• Perceptions of key informants</li> </ul>	
		2.1.2 How has the project strengthened inclusion and citizen engagement? (Outcome 2)	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– UNV Executive Office</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• New service developed for operations and new opportunities created for volunteers</li> <li>• New service lines and products piloted to diversify volunteering facilities</li> <li>• New products created for new clients</li> <li>• New products piloted to diversify partnerships</li> <li>• Community engaged through communication, coalitions and dialogue</li> <li>• 100 new partners engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>•</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>		<ul style="list-style-type: none"> <li>• UNV’s funding sources diversified through innovation</li> <li>• Resources generated</li> <li>• Perceptions of key informants</li> </ul>	
		2.1.3 How has the project mainstreamed online volunteering service functions? (Outcome 3)	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Project exit strategy and transition plan mainstreaming developed and implemented</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>•</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>• Consultations with key informants</li> </ul>
	2.2 To what extent has the project generated unexpected outcomes?	2.2.1 What are the unexpected outcomes of the project?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Reported evidence of unexpected project outcomes</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>		<ul style="list-style-type: none"> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>
	2.3 How has the project been constrained by challenges to the	2.3.1 What were the main internal challenges faced by the project?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> </ul>	<ul style="list-style-type: none"> <li>• Reported internal challenges to project design/ management/ implementation/ results achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
	achievement of its target results?		<ul style="list-style-type: none"> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
		2.3.2 Has the project strategy been appropriate to reach the expected project results?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity of project design</li> <li>• Quality of project theory of change</li> <li>• Project design informed by:               <ul style="list-style-type: none"> <li>• Stakeholder needs assessment and</li> <li>• Risk assessment</li> <li>• Perceptions of key informants</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:               <ul style="list-style-type: none"> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul> </li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– Online volunteers</li> <li>– Project development and innovation</li> </ul>			
		2.3.3 What were the main external challenges faced by the project	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– Host entities (VIOs; global companies; CSOs)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Reported external challenges to project design/ management/ implementation/ results achievement</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>



RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Online volunteers</li> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>			
		2.3.4 How successful was the project in establishing and implementing response mechanisms for mitigating its	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of risk mitigation measures/ response mechanisms</li> <li>• Reported effects of risk mitigation measures</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
		emergent constraints?	<ul style="list-style-type: none"> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– Online volunteers</li> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Electronic surveys</li> </ul>		<ul style="list-style-type: none"> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Project development and innovation</li> </ul>			
3.0 Efficiency	3.1 To what extent has the OV Services project been managed efficiently?	3.1.1 How efficient was internal resource use (time; financial resources; human resources; other resources) during project implementation?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of: <ul style="list-style-type: none"> <li>• International standards for financial management (e.g. record-keeping, disbursements, auditing, reporting)</li> <li>• Adequacy of internal human resources</li> <li>• Competence of human resources</li> <li>• Evidence of appropriate task delegation</li> <li>• Evidence of alignment between existing resources and project requirements</li> <li>• Evidence of achievement of operational milestones</li> <li>• Perceptions of key informants</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including: <ul style="list-style-type: none"> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul> </li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>			
		3.1.2 How has the project provided value for money?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Project design informed by comparative advantage considerations</li> <li>• Evidence of use of suitable indicators for monitoring project effectiveness</li> <li>• Evidence of production of expected outputs</li> <li>• Evidence of outcome achievement</li> <li>• Cost of inputs relative to outputs</li> <li>• Capacity to produce quality outputs at least cost</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>		<ul style="list-style-type: none"> <li>• Capacity to produce quality outputs on time and within budget</li> </ul>	
	3.2 How efficient is the UNV OV new cost recovery model?	3.2.1 In what way has the model worked well?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of efficient financial management:</li> <li>• Timely allocations and disbursements</li> <li>• Co-financing</li> <li>• Incentives for sustainable partnerships</li> <li>• Evidence of integrated risk assessment and mitigation mechanisms</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global companies; CSOs)</li> </ul>			
		3.2.2 Which aspects of the model require further strengthening?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Reported elements of the model that do not meet expectations</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>		<ul style="list-style-type: none"> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

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			companies; CSOs)			
4.0 Cross-cutting themes	4.1 In what ways was gender integrated into project activities?	4.1.1 How successful was the OV Services project in its efforts to integrate gender equality considerations into project design and implementation?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of the integration of gender equality considerations and practices (equal participation; advancement of women’s rights; access and control by women; etc.) in project design</li> <li>• Evidence of the integration of gender equality considerations and practices (equal participation; advancement of women’s rights; access and control by women; etc.) during project implementation</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>



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			<ul style="list-style-type: none"> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> </ul>			
		4.1.2 What evidence is there to show that project design and implementation was built on a rights-based approach?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Project design and implementation</li> <li>• Facilitates the needs of rights-holders</li> <li>• Addresses structural barriers to the needs of rights-holders</li> <li>• Facilitates civil engagement</li> <li>• Is built on inclusiveness</li> <li>• Enables and encourages duty-bearers to fulfil their obligations</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– Online volunteers</li> </ul>			
		4.1.3 What measures were taken to encourage South-South cooperation during project implementation?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Considerations for encouraging technical cooperation among developing nations incorporated into project design</li> <li>• Volunteers from developing nations assigned to complete tasks based in the Global South</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> </ul>

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			<ul style="list-style-type: none"> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– Online volunteers</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Consultations with key informants</li> </ul>

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		4.1.4 Is there any way in which the project's approach to integrating gender/ a rights-based approach / South-South collaboration could have been strengthened?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of procedures for strengthening the integration of:</li> <li>• Gender equality considerations</li> <li>• Rights-based programming</li> <li>• South-South collaboration</li> <li>• Perceptions of key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

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			<ul style="list-style-type: none"> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– Online volunteers</li> </ul>			
5.0 Sustainability	5.1 Do past results and strategies represent enough foundation for the future progress and success of OV Services?	5.1.1 What evidence is there to indicate whether the results of the project can be sustained into the medium to longer-term?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants: <ul style="list-style-type: none"> <li>– UNV Executive Office</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of: <ul style="list-style-type: none"> <li>• UNV sustainability planning</li> <li>• Long-term partnerships with host entities</li> <li>• Memoranda of understanding/ Long-term partnerships with host entities</li> <li>• Long-term financial partnerships</li> <li>• Successful generation of financial resources</li> <li>• Results ownership by project stakeholders</li> <li>• Incentives for stakeholder engagement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including: <ul style="list-style-type: none"> <li>• Descriptive analysis</li> <li>• Content analysis</li> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global companies; CSOs)</li> <li>– Online volunteers</li> </ul>		<ul style="list-style-type: none"> <li>• Perceptions of key informants</li> </ul>	
		5.1.2 What are the main risks to results sustainability?	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Conceptual project document</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of lack of:</li> <li>• Sustainability planning for financial; social sustainability</li> <li>• Ownership of project activities and results by host entities</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review, including:</li> <li>• Descriptive analysis</li> <li>• Content analysis</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>• Reviews/ Assessments/ Evaluations</li> <li>• Project monitoring reports</li> <li>• Consultations with key informants:               <ul style="list-style-type: none"> <li>– UNV Executive Office</li> <li>– Senior beneficiaries</li> <li>– Senior suppliers</li> <li>– Project assurance</li> <li>– Project management</li> <li>– Project support</li> <li>– Service delivery</li> <li>– Project development and innovation</li> <li>– Host entities (VIOs; global</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Resources for financial sustainability</li> <li>• Incentives for ongoing service demand/ supply</li> <li>• Alignment with strategic priorities (national/ regional/ institutional)</li> <li>• Strength of market competition</li> </ul>	<ul style="list-style-type: none"> <li>• Quantitative analysis (as applicable)</li> <li>• Comparative analysis</li> <li>• Consultations with key informants</li> </ul>

RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
			<ul style="list-style-type: none"> <li>companies; CSOs)</li> <li>– Online volunteers</li> </ul>			
6.0 Lessons learned	6.1 What are the emergent lessons of the project?	6.1.1 What are the specific lessons that show project elements that have worked well?	<ul style="list-style-type: none"> <li>• Results of data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Synthesis of results of data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of:               <ul style="list-style-type: none"> <li>– Best practices and / or innovation</li> <li>– Increased demand for services / partnerships</li> <li>– Results ownership by stakeholders</li> <li>– Successful partnerships with host entities/ financial partners</li> <li>– Major factors influencing achievement of project objectives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of evidence from analysed results</li> </ul>
		6.1.2 Which lessons highlight areas of the project that require future strengthening?	Synthesis of results of data analysis	<ul style="list-style-type: none"> <li>• Review of relevant documents</li> <li>• Consultations with key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Elements of project design that require strengthening</li> <li>• Elements of project implementation that require strengthening</li> </ul>	Review of evidence from analysed results



RELEVANT EVALUATION CRITERIA	KEY QUESTIONS	SPECIFIC SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS/ TOOLS	INDICATORS/ SUCCESS STANDARDS	METHODS FOR DATA ANALYSIS
				<ul style="list-style-type: none"> <li>• Interviews (individual; small group)</li> <li>• Electronic surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of lost opportunities</li> <li>• Major factors influencing non-achievement of target results</li> </ul>	
7.0 Recommendations	7.1 What are the main recommendations that have emerged from the project?	7.1.1 How can the lessons and results of the project be used to strategically enhance UNV's approach to facilitating OV Services?	<ul style="list-style-type: none"> <li>• Main evaluation findings and lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>• Synthesis of evaluation results of</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations emerging from main evaluation findings and lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>• Results synthesis</li> </ul>

## Appendix VIII List of Documents Reviewed

Broers, R., 2014. Online Volunteer Impact Evaluation, Final Inception Report

Broers, R., 2015. Evaluation Report: Impact of UN Volunteers Online Volunteering Service, Volume I

Broers, R., 2015. Evaluation Report: Impact of UN Volunteers Online Volunteering Service, Volume II: Appendices

Draft Report Presentation, Impact Evaluation of UNV Volunteers' Online Volunteering Service

Razorfish, Marketing Strategy and Plan: UNV Online Volunteering Service, 20 August 2014

Razorfish, Online Volunteering Resource Strategy: UNV Online Volunteering Marketing Strategy, 3 June 2014

Razorfish, Online Volunteering Technology 2017 Report: UNV Online Volunteering Marketing Strategy, 22 May 2014

Razorfish, Situation Analysis: UNV Online Volunteering Marketing Strategy, 15 April 2014

Razorfish, Survey Analysis and Report: UNV Online Volunteering Marketing Strategy, 21 May 2014

UN Volunteers, 2018 Work Plan, Online Volunteering (OV) Service, Final

UN Volunteers, Annual Project Progress Donor Report for the Government of Germany, July 2016 – June 2017

UN Volunteers, Applicant Registration on [onlinevolunteering.org](http://onlinevolunteering.org) – Standard Operating Procedure

UN Volunteers, Billing Process for UN Entities' Use of the Online Volunteering Service

UN Volunteers, Certified Financial Report for Online Volunteering Project, 13 February 2019

UN Volunteers, Cost Recovery Online Volunteering Planner

UN Volunteers, Cost Recovery Technical Specifications

UN Volunteers, Description of Assignment, National UN Volunteer, Generic

UN Volunteers, End of Assignment on [onlinevolunteering.org](http://onlinevolunteering.org) – Standard Operating Procedure

UN Volunteers, Final BMZ Project Report: Strengthened Results Based Management at UNV, June 2018

UN Volunteers, Final Donor Project Report – Government of Germany, 18 March 2019

UN Volunteers, Final Donor Project Report – Government of Germany, January 2019

UN Volunteers, Final Project Progress Report for Special Volunteering Fund – January 2020

UN Volunteers, Functions and Responsibilities of OV Products vis-à-vis an Onsite Volunteering Assignment

UN Volunteers, Identification of a Candidate on [onlinevolunteering.org](http://onlinevolunteering.org) -Standard Operating Procedure

UN Volunteers, InterOffice Memorandum, Online Volunteering Service Provision, 14 June 2019

UN Volunteers, InterOffice Memorandum, Online Volunteering Service Mainstreaming and Project Exit Measures, 6 February 2019

UN Volunteers, InterOffice Memorandum, Online Volunteers 2020 Mobilisation Approach, 29 November 2019

UN Volunteers, Knowledge Transfer Notes, Margarita Lizcano, 8 February 2019

UN Volunteers, Marketing Strategy and Plan, UNV Online Volunteering Service, 20 August 2014

UN Volunteers, Ongoing Improvements to onlinevolunteering.org

UN Volunteers, Online Volunteer Extensions

UN Volunteers, Online Volunteering Cost Recovery Step 2, Elise Bouvet 23 March 2017

UN Volunteers, Online Volunteering Cost Recovery Step 3, Elise Bouvet and Jaylan ElShazly, 19 July 2017

UN Volunteers, Online Volunteering Cost Recovery, Elise Bouvet 24 February 2017

UN Volunteers, Online Volunteering Mainstreaming, Contact Persons, UNV Business Units

UN Volunteers, Online Volunteering Product Glossary and Definitions

UN Volunteers, Online Volunteering Service Pricing for Corporate Online Volunteering

UN Volunteers, Online Volunteering Service Pricing for Country Volunteer Management Platforms

UN Volunteers, Online Volunteering Service Pricing for UN Partners

UN Volunteers, Online Volunteering Service Strategy 2020 – 2021, Proposed by the Volunteer Solutions Section, September 2019

UN Volunteers, Organisational Chart

UN Volunteers, Proposal for SVF Funding

UN Volunteers, Proposed KPIs and Targets for Regional Offices

UN Volunteers, Request for an Assignment on onlinevolunteering.org – Standard Operating Procedure

UN Volunteers, Selection of a Candidate on onlinevolunteering.org – Standard Operating Procedure

UN Volunteers, Service Clearing Account for the Online Volunteering Service

UN Volunteers, Summary, Client Consultation 2017

UN Volunteers, Table – Packages, Pricing, Competitors

UN Volunteers, Tracking 2019 Fees

UN Volunteers, UN Agency Application to Register with onlinevolunteering.org – Standard Operating Procedure

UN Volunteers, United Nations Volunteers (UNV) Programme, Project Document

UN Volunteers, UNV Strategic Framework, 2014 – 2017

UN Volunteers, UNV Strategic Framework, 2018 – 2021

UN Volunteers, Update on Online Volunteering Service Mainstreaming, Volunteer Solutions Section and Regional Offices Management Team Meeting 25 June 2019

UN Volunteers, User Satisfaction Surveys 2017, Organisations and Online Volunteers

UN Volunteers, Volunteer Solutions/ Online Volunteering Service Handover Note

United Nations Development Programme, UNV/ Programme Departments, 25 April 2019

United Nations General Assembly, 73/346 Multilingualism

## Appendix IX Data Collection Itinerary

### Mission to UNV Headquarters: Bonn, Germany

DATE	ACTIVITY
December 9, 2019	<ul style="list-style-type: none"> <li>• Consultations with Key informants:               <ul style="list-style-type: none"> <li>– Executive Office</li> <li>– Volunteer Services Centre</li> <li>– External Relations and Communications Section</li> <li>– Volunteer Solutions Section</li> <li>– Volunteer Advisory Services</li> <li>– Information Communications and Technology Unit</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Receipt of feedback on draft Inception Report and Work Plan</li> </ul>

### Remote Consultations

DATE	ACTIVITY
December 6 – January 13, 2020	<ul style="list-style-type: none"> <li>• Electronic Survey – Host Entities/ Project Partners</li> </ul>
December 9, 2019 – January 13, 2020	<ul style="list-style-type: none"> <li>• Electronic Survey – UNV Online Volunteers</li> </ul>
	<ul style="list-style-type: none"> <li>• Consultations with Key informants:               <ul style="list-style-type: none"> <li>– UNV Field Units</li> <li>– UNV Regional Offices</li> <li>– UNV Headquarters</li> </ul> </li> </ul>

## Appendix X List of Key Informants Consulted

Name (SURNAME, First Name)	Title - Affiliation	Sex	Method of Consultation
<b>UNV Headquarters:</b>			
ADAM, Olivier	Executive Coordinator, UNV – Executive Office	Male	Small group discussion
AVAGYAN, Aventus	Programme Specialist, Volunteer Systems – UNV Volunteer Solutions Section	Male	Individual interview
BERGAMASCHI, Martina	Online Volunteering Service Support – UNV Volunteer Solutions Section	Female	Small-group interview
BOUVET, Elise	Team Leader – Volunteer Services Centre/ Former Online Volunteering Team Leader and Project Manager	Female	Individual interview
CHYZHKOVA, Anna	Programme Specialist, Onsite and Online Volunteers Solutions – UNV Volunteer Solutions Section	Female	Small-group discussion Individual interview (Skype)
FOERNZLER, Karen	Partnerships Development Specialist, Traditional Donors (Germany) –UNV External Relations and Communications Section	Female	Small-group interview
FREY, Monija	Programme Associate, RBM – UNV Executive Office	Female	Small-group interview
HART, HANSEN, Martin	Chief/ Strategic Planning Adviser – UNV Executive Office	Male	Small-group interview
KOCH, Sandra	Programme Analyst, Management – UNV Executive Office	Female	Small-group discussion Individual interview (Skype)
KURBANOV, Toily	Executive Coordinator, UNV – Executive Office	Male	Small group discussion
LE MAISTRE, Frederic	Chief, Information Communications Unit / Team Leader, Systems Development – UNV Information Communications and Technology Unit	Male	Individual interview (Skype)
LIBERATI, Marc	Policy Specialist, Volunteer Policies – UNV Volunteer Solutions Section	Male	Individual interview

Name (SURNAME, First Name)	Title - Affiliation	Sex	Method of Consultation
LIZCANO, Margarita	Operations Associate, Volunteer Management – UNV Volunteer Solutions Section/ Former Programme Associate, Online Volunteering Business Development	Female	Email exchange
MAKOWSKI, Ursula	Operations Associate, Talent Acquisition and Management – UNV Volunteer Solutions Section Business Development	Female	Individual interview
MISHRA, Narendra	Programme Specialist, Volunteer Infrastructure – UNV Volunteer Advisory Services Section	Male	Individual interview
MORLEY, Emma	Chief –UNV Volunteer Advisory Services Section	Female	Individual interview
SABRI, Abdul-Hamid	Systems Development Specialist – UNV Information Communications and Technology Unit	Male	Individual interview (Skype)
SCHMIDT, Kevin	Online Volunteering Service Support, Asia and Pacific – Volunteer Solutions Section	Male	Small-group interview
SMID, Hendrik	Programme Specialist, RBM – UNV Executive Office	Male	Small-group interview Email exchange
STRAUTMANN, Michael	Digital Transformation Analyst – UNV Volunteer Solutions Section/ Former Programme Analyst, Online Volunteering Application functionalities -	Male	Individual interview
YOKOSUKA, Kyoko	Chief – UNV External Relations and Communications Section	Female	Small-group interview
ZUBRITSKAYA-DEVYATKINA, Olga	Chief – UNV Volunteer Solutions Section	Female	Individual interview
AL DURAIBI, ABDULLAH	Country Coordinator – UNV, Yemen	Male	Email exchange
<b>UNV Regional Offices:</b>			
BERNIER, Manon	Regional Portfolio Manager – UNV Regional Office, Asia and Pacific	Female	Individual interview (Skype)
BOOTSMAN, Afke	Regional Manager, West and Central Africa – UNV Regional Office, West and Central Africa	Female	WhatsApp Audio exchange

<b>Name (SURNAME, First Name)</b>	<b>Title - Affiliation</b>	<b>Sex</b>	<b>Method of Consultation</b>
FAKHOURY, Bashar	Programme Analyst, RBM – UNV Regional Office, Arab States, Europe and CIS	Male	Individual interview (Skype)
FRISCHIN, Dmitry	UNV Regional Portfolio Specialist – UNV Regional Office, Arab States, Europe and CIS	Male	Individual interview (Skype)
LESSELIN, Sophie	Regional Portfolio Manager, Arab States - UNV Regional Office, Arab States, Europe and CIS	Female	Individual interview (Skype)
MIAH, Shalina	Regional Manager, Asia and Pacific – UNV Regional Office, Asia and Pacific	Female	Individual interview (Skype)
OCHOLA, John	Programme Analyst – UNV Regional Office, East and Southern Africa	Male	Individual interview (Skype)
PAPARONI, Hilda	Regional Manager, – UNV Regional Office, Latin America and the Caribbean	Female	Individual interview (Skype)
PARK, Mi Yeon	Portfolio Specialist – UNV Regional Office, Asia and Pacific	Female	Individual interview (Skype)
PRONYK, Jason	Regional Manager – UNV Regional Office, Arab States, Europe and CIS	Male	Individual interview (Skype)
SARR, Jacques	Programme Analyst, RBM – UNV Regional Office, West and Central Africa	Male	Email exchange
TIKUM, Njoya	Regional Manager – UNV Regional Office, East and Southern Africa	Male	Individual interview (Skype)
TILKIN, Bart	Regional Portfolio Specialist, Latin America and the Caribbean – UNV Regional Office, Latin America and the Caribbean	Male	Email exchange
ZUCCHERIN, Piera	Programme Analyst, Volunteer Advisory Services – UNV Regional Office, Latin America and the Caribbean	Female	Email exchange
<b>UNV Field Units:</b>			
DIENG, Fatoumata	Programme Analyst Solutions – UNV Guinea	Female	Email exchange
HINDIYEH, Hani	Country Coordinator – UNV Palestine	Female	Email exchange
ISMAIL, Dima	Programme Assistant – UNV Jordan	Female	Email exchange



Name (SURNAME, First Name)	Title - Affiliation	Sex	Method of Consultation
KEJIAN, Yeran	Country Coordinator – UNV Field Unit, Lebanon	Male	Email exchange
MORTOLA, Paula	Programme Officer – UNV Field Unit, Argentina	Female	Email exchange
OKODOMBE, Agnes	Country Coordinator – UNV Cameroon	Female	Email exchange
SAHADEO, Arun	Country Coordinator – UNV India	Male	Email exchange
OBIUWEVBI, Veronica	Country Coordinator – UNV Nigeria	Female	Email exchange

## Appendix XI Data Collection Tools/ Protocols

### Interview Protocol: UNV Executive Office and Senior Management

#### Introduction:

As part of its global mandate, to promote volunteerism for development, UN Volunteers (UNV) operates Online Volunteering (OV) services through the Online Volunteering website ([www.onlinevolunteering.org](http://www.onlinevolunteering.org)), the cornerstone of its online services. Through its OV services, UNV connects development organizations directly with online volunteers, who contribute their skills online to assist these organisations to address development challenges and strengthen the impact of their work. Based on a financial partnership with the German Federal Ministry for Economic Cooperation and Development (BMZ), UNV has facilitated the four-year project, ***A Global Multi-stakeholder Partnership for Sustainable Development: Online Volunteering and Innovation***, over 2015 -2019. As the project will end on December 31, 2019, UNV has commissioned the services of an external consultant, Ms Halcyon Louis, to conduct an independent final evaluation. The specific objectives of the evaluation are to: i) review project performance; ii) generate lessons to inform current and future corporate strategies; and iii) assess the new cost recovery model for UNV's OV services.

In order to increase the accuracy of evaluation results, all categories of project stakeholders are being provided with the opportunity to share their views on their individual project experience. All discussions conducted during the evaluation will be kept confidential. As the evaluator will only share generalised findings and anonymous comments, you will not be identified in any material that is produced. You are therefore encouraged to speak openly and honestly.

This discussion will last for a maximum of 60 minutes. Before we begin, do you have any general questions?

#### Background:

- What is your job title? How long have you been in this position?
- What are your current responsibilities?
- Please describe your involvement in the OV Services Project.

#### Main Questions:

##### Relevance

- How has this project been strategically relevant to UNV? The project donor?
- In your opinion, has the project had strategic relevance to the host entities (global companies/ volunteer-involving organisations/ civil society organisations)? Please provide examples to support your response.

- Has the project had the same level of relevance/ significance to each host entity? Please explain your response.
- In what way has the project been a relevant activity for the online volunteers?

### **Effectiveness**

- Can you provide an example of how the project has achieved its target results?
- Which team/ Section led the development of the Results and Resources Framework? What was the rationale underlying the development of the target results? How was the Framework developed?
- What measures were taken by the project to keep track of results achievement? How effective was this approach? Please explain your response.
- In your opinion, how, if at all, has the OV Services project supported enhanced capacities for development work by project partners (global companies/ volunteer-involving organisations/ civil society organisations)?
- What type of success has the project had in its efforts to increase and strengthen Civil participation? Inclusiveness?
- Has the project generated any unexpected outcomes, whether positive or negative? Please provide examples to support your response.
- Has the project strategy been appropriate for supporting the achievement of expected results? Please explain your response.
- What were the main challenges of the project at the design level? How were they addressed?
- What internal constraints did UNV face during project implementation? How did UNV mitigate their effects?
- What, if any, were the external challenges to the project? How were these challenges addressed?
- In your opinion, what were some of the challenges encountered by the host entities (global companies/ volunteer-involving organisations/ civil society organisations)? What steps did the host entities take to address these emergent challenges?

### **Efficiency**

- What were the main resource needs for this project?
- How, if at all, did the project take steps to assess and manage risk?
- Were these resources managed efficiently? If yes, please provide an example of efficient resource management during the project lifecycle? If no, what were the challenges to resource management?

- How efficiently were each of the following resources managed during the project?
  - Financial resources?
  - Human resources?
  - Time?
  - Material resources?
- Please provide examples to support your response.
- What has been the comparative advantage of UNV for this project? In your opinion, did the UNV's comparative advantage enable the project to provide value for money? Please explain your response.
- What was the rationale for the new cost recovery model?
- In your opinion, what are the strengths of the new cost recovery model?
- How can the new cost recovery model be further strengthened?

**Cross-cutting theme: Gender**

- Can you provide any examples of how gender equality considerations were integrated into the project, at the level of design? At the level of implementation?
- What effect did the integration of gender equality considerations have on the project?
- How can the integration of gender equality considerations be improved in future projects?

**Cross-cutting theme: Rights-based Approach**

- In what way has the project facilitated increased civil participation?
- How, if at all, did the project integrate inclusiveness considerations into its design? At the level of implementation? Please provide examples to support your response.
- What effect did the integration of inclusiveness have on the project design? On project implementation?
- How can the integration of inclusiveness be improved in future versions of the project?
- How can future projects further support increased civil participation?

**Cross-cutting theme: South-South Cooperation**

- What steps were taken by the project to support South-South technical cooperation?
- In your opinion, how successful was the project in facilitating technical collaboration within the Global South? Please provide examples to support your response.
- How can future OV projects strengthen the integration of South-South cooperation?

**Sustainability**

- In your opinion, how can the results of the project continue to benefit project stakeholders in the long-term?
- How can these results be used to establish a new cohort of project stakeholders?
- Can the previous approaches and strategies of the project support further results sustainability? Please explain your response.
- What, in your opinion, are the main risks to sustaining the results of the project? How can these risks be addressed?

**Lessons learned**

- What, in your opinion, are the main elements of the project that worked well?
- Which lessons highlight project aspects that need to be strengthened in future project activity? How can these lessons be addressed?

**Recommendations**

- What are your recommendations for improving future UNV OV services?
- What are your recommendations for sustaining project results into the long-term?

**Close**

- Are there any further comments or suggestions you wish to make?

**Thank you for your time and participation.**

## **Interview Protocol: OV Project Management and Regional Offices**

### **Introduction:**

As part of its global mandate, to promote volunteerism for development, UN Volunteers (UNV) operates Online Volunteering (OV) services through the Online Volunteering website ([www.onlinevolunteering.org](http://www.onlinevolunteering.org)), the cornerstone of its online services. Through its OV services, UNV connects development organizations directly with online volunteers, who contribute their skills online to assist these organisations to address development challenges and strengthen the impact of their work. Based on a financial partnership with the German Federal Ministry for Economic Cooperation and Development (BMZ), UNV, has facilitated the four-year project, ***A Global Multi-stakeholder Partnership for Sustainable Development: Online Volunteering and Innovation***, over 2015 -2019. As the project will end on December 31, 2019, UNV has commissioned the services of an external consultant, Ms Halcyon Louis, to conduct an independent final evaluation. The specific objectives of the evaluation are to: i) review project performance; ii) generate lessons to inform current and future corporate strategies; and iii) assess the new cost recovery model for UNV's OV services.

In order to increase the accuracy of evaluation results, all categories of project stakeholders are being provided with the opportunity to share their views on their individual project experience. All discussions conducted during the evaluation will be kept confidential. As the evaluator will only share generalised findings and anonymous comments, you will not be identified in any material that is produced. You are therefore encouraged to speak openly and honestly.

This discussion will last for a maximum of 60 minutes. Before we begin, do you have any general questions?

### **Background:**

- What is your job title? How long have you been in this position?
- What are your current responsibilities?
- Please describe your involvement in the OV Services Project.

### **Main Questions:**

#### **Relevance**

- How has this project been strategically relevant to UNV? The project donor?
- In your opinion, has the project had strategic relevance to the host entities (global companies/ volunteer-involving organisations/ civil society organisations)? Please provide examples to support your response.
- Has the project had the same level of relevance/ significance to each host entity? Please explain your response.
- In what way has the project been a relevant activity for the online volunteers?

## **Effectiveness**

- Can you provide an example of how the project has achieved its target results?
- Which team/ Section led the development of the Results and Resources Framework? What was the rationale underlying the development of the target results? How was the Framework developed?
- What measures were taken by the project to keep track of results achievement? How effective was this approach? Please explain your response.
- In your opinion, how, if at all, has the OV Services project supported enhanced capacities for development work by project partners (global companies/ volunteer-involving organisations/ civil society organisations)?
- What type of success has the project had in its efforts to increase and strengthen Civil participation? Inclusiveness?
- Has the project generated any unexpected outcomes, whether positive or negative? Please provide examples to support your response.
- Has the project strategy been appropriate for supporting the achievement of expected results? Please explain your response.
- What were the main challenges of the project at the design level? How were they addressed?
- What internal constraints did UNV face during project implementation? How did UNV mitigate their effects?
- What, if any, were the external challenges to the project? How were these challenges addressed?
- In your opinion, what were some of the challenges encountered by the host entities (global companies/ volunteer-involving organisations/ civil society organisations)? What steps did the host entities take to address these emergent challenges?

## **Efficiency**

- What were the main resource needs for this project?
- How, if at all, did the project take steps to assess and manage risk?
- How has the project ensured quality at the design and implementation levels?
- Were these resources managed efficiently? If yes, please provide an example of efficient resource management during the project lifecycle? If no, what were the challenges to resource management?
- How efficiently were each of the following resources managed during the project?
  - Financial resources?
  - Human resources?

- Time?
- Material resources?
- Please provide examples to support your response.
- What has been the comparative advantage of UNV for this project? In your opinion, did the UNV's comparative advantage enable the project to provide value for money? Please explain your response.
- What was the rationale for the new cost recovery model?
- In your opinion, what are the strengths of the new cost recovery model?
- How can the new cost recovery model be further strengthened?

**Cross-cutting theme: Gender**

- Can you provide any examples of how gender equality considerations were integrated into the project, at the level of design? At the level of implementation?
- What effect did the integration of gender equality considerations have on the project?
- How can the integration of gender equality considerations be improved in future projects?

**Cross-cutting theme: Rights-based Approach**

- In what way has the project facilitated increased civil participation?
- How, if at all, did the project integrate inclusiveness considerations into its design? At the level of implementation? Please provide examples to support your response.
- What effect did the integration of inclusiveness have on the project design? On project implementation?
- How can the integration of inclusiveness be improved in future versions of the project?
- How can future projects further support increased civil participation?

**Cross-cutting theme: South-South Cooperation**

- What steps were taken by the project to support South-South technical cooperation?
- In your opinion, how successful was the project in facilitating technical collaboration within the Global South? Please provide examples to support your response.
- How can future OV projects strengthen the integration of South-South cooperation?

**Sustainability**

- In your opinion, how can the results of the project continue to benefit project stakeholders in the long-term?
- How can these results be used to establish a new cohort of project stakeholders?



- Can the previous approaches and strategies of the project support further results sustainability? Please explain your response.
- What, in your opinion, are the main risks to sustaining the results of the project? How can these risks be addressed?

#### **Lessons learned**

- What, in your opinion, are the main elements of the project that worked well?
- Which lessons highlight project aspects that need to be strengthened in future project activity? How can these lessons be addressed?

#### **Recommendations**

- What are your recommendations for improving future UNV OV services?
- What are your recommendations for sustaining project results into the long-term?

#### **Close**

- Are there any further comments or suggestions you wish to make?

**Thank you for your time and participation.**

## **Interview Protocol: External Donor**

### **Introduction:**

As part of its global mandate, to promote volunteerism for development, UN Volunteers (UNV) operates Online Volunteering (OV) services through the Online Volunteering website ([www.onlinevolunteering.org](http://www.onlinevolunteering.org)), the cornerstone of its online services. Through its OV services, UNV connects development organizations directly with online volunteers, who contribute their skills online to assist these organisations to address development challenges and strengthen the impact of their work. Based on a financial partnership with the German Federal Ministry for Economic Cooperation and Development (BMZ), UNV, has facilitated the four-year project, ***A Global Multi-stakeholder Partnership for Sustainable Development: Online Volunteering and Innovation***, over 2015 -2019. As the project will end on December 31, 2019, UNV has commissioned the services of an external consultant, Ms Halcyon Louis, to conduct an independent final evaluation. The specific objectives of the evaluation are to: i) review project performance; ii) generate lessons to inform current and future corporate strategies; and iii) assess the new cost recovery model for UNV's OV services.

In order to increase the accuracy of evaluation results, all categories of project stakeholders are being provided with the opportunity to share their views on their individual project experience. All discussions conducted during the evaluation will be kept confidential. As the evaluator will only share generalised findings and anonymous comments, you will not be identified in any material that is produced. You are therefore encouraged to speak openly and honestly.

This discussion will last for a maximum of 60 minutes. Before we begin, do you have any general questions?

### **Background:**

- What is your job title? How long have you been in this position?
- What are your current responsibilities?
- Please describe your involvement in the OV Services Project.

### **Main Questions:**

#### **Relevance**

- How has this project been strategically relevant to your organisation?
- What were the main factors that encouraged your organisation to engage with UNV OV services?
- In what way has the project been a relevant activity for the online volunteers? The host entities?

### **Effectiveness**

- Can you describe the reporting arrangements between your organisation and UNV during the project lifecycle?
- What are the main results of this project?
- In your opinion, how can results achievement be increased in future UNV OV projects?
- How, if at all, has the OV Services project supported enhanced capacities for development work within your organisation?
- What were the main challenges faced by your organisation during its involvement with this project? How were these challenges addressed?
- Has the project generated any unexpected outcomes, whether positive or negative? Please provide examples to support your response.

### **Efficiency**

- Were there any risks to your organisation's involvement with UNV's OV services? If so, how were these risks addressed?
- How has the project ensured quality at the design and implementation levels?
- In your opinion, was the project, including its resources, managed efficiently? If yes, please provide an example of efficient management during the project lifecycle? If no, what were the challenges to resource management?
- Does the UNV OV services project provide value for money? Please explain your response.
- In your opinion, how can UNV benefit from an ongoing cost-sharing partnership with your organisation?
- How can your organisation benefit from the continuation of the financial partnership with UNV OV services?
- How can the new cost recovery model be further strengthened?

### **Cross-cutting themes:**

- Can you provide any examples of how cross-cutting themes (gender; rights-based approaches; South-South collaboration) were integrated into the project?
- What effect did this integration have on project activities?
- How can the integration process be further strengthened in future UNV OV projects?

### **Sustainability**

- In your opinion, what steps should be taken to ensure that project results continue to benefit the work of your organisation? Online volunteers? Host entities?

- What, in your opinion, are the main factors that have hindered results sustainability for this project? How can these factors be addressed?
- To what extent is BMZ prepared to establish a new financial partnership with UNV when this project ends? In what areas does the existing partnership require strengthening?

#### **Lessons learned**

- What, in your opinion, are the main elements of the project that worked well?
- Which lessons highlight project aspects that need to be strengthened in future project activity? How can these lessons be addressed?

#### **Recommendations**

- What are your recommendations for improving future UNV OV services?

#### **Close**

- Are there any further comments or suggestions you wish to make?

**Thank you for your time and participation.**

## Electronic Survey: Host Entities/ Project Partners

### Introduction:

As part of its global mandate, to promote volunteerism for development, UN Volunteers (UNV) operates Online Volunteering (OV) services through the Online Volunteering website ([www.onlinevolunteering.org](http://www.onlinevolunteering.org)), the cornerstone of its online services. Through its OV services, UNV connects development organizations directly with online volunteers, who contribute their skills online to assist these organisations to address development challenges and strengthen the impact of their work. Based on a financial partnership with the German Federal Ministry for Economic Cooperation and Development (BMZ), UNV has facilitated the four-year project, ***A Global Multi-stakeholder Partnership for Sustainable Development: Online Volunteering and Innovation***, over 2015 -2019. As the project will end on December 31, 2019, UNV has commissioned the services of an external consultant, Ms Halcyon Louis, to conduct an independent final evaluation. The specific objectives of the evaluation are to: i) review project performance; ii) generate lessons to inform current and future corporate strategies; and iii) assess the new cost recovery model for UNV's OV services.

In order to increase the accuracy of evaluation results, all categories of project stakeholders are being provided with the opportunity to share their views on their specific project experience. All views shared during the evaluation will be kept confidential, as the evaluator will only share generalised findings and anonymous comments. As such, you will not be identified in any material that is produced.

The average completion time for this brief survey is 15 minutes. You are kindly asked to complete this survey by **Monday December 30, 2019**. For further information about the evaluation please contact the evaluator at [halcyon.louis@gmail.com](mailto:halcyon.louis@gmail.com). Alternatively, please contact Ms Sandra Koch ([sandra.koch@unv.org](mailto:sandra.koch@unv.org)) or Ms Anna Chyzhkova ([anna.chyzhkova@unv.org](mailto:anna.chyzhkova@unv.org)) at UNV.

Thank you in advance for your time and cooperation.

**Background:**

In this section, you will be asked to provide some basic information on your organisation and your involvement with the UNV Online Volunteering Service.

**1.1 What type of organisation do you represent?**

- Civil Society Organisation
- Government / Public Institution
- UN Agency
- Other, please specify: \_\_\_\_\_

**1.2 Which of the following describes your organisation?**

*Please check all that apply*

- Registered with UNV
- Registered with ECOSOC
- Implementation Partner for UN Country Team
- Due diligence completed by UN Agency

**1.3 How long have you used the Online Volunteering Service provided by UNV?**

- Less than 1 year
- 1 to 2 years, but less than 2 years
- 2 to 3 years, but less than 3 years
- 3 to 4 years
- More than 4 years

**1.4 What type of services has your organisation requested from UNV Online Volunteers?**

*Please check all that apply*

- Administration
- Art and design
- Community organising
- Event organisation

- Leadership and strategy
- Outreach and advocacy
- Project development and management
- Research
- Teaching and training
- Technology development
- Translation
- Volunteer management
- Writing and editing
- Other, please specify: \_\_\_\_\_

**Relevance**

The responses you provide in this section will be used to better understand the relevance of UNV’s Online Volunteering Services to your organisation.

**Please share your views on each of the following statements:**

<b>2a. The UNV Online Volunteering Service has been relevant to:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
2.1 The vision and mission of my organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Our strategic institutional priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 National development plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 The alignment of our work with the regional development agenda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 Our contribution to international development goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.6 Additional comments? Please specify.**

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<b>2b. We requested support from UNV Online Volunteers to:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
2.7 Address a problem of insufficient staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8 Fill an organisational gap in knowledge and expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9 Benefit from subsidised services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10 Increase organisational output with less resource requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11 Continue to build our longstanding partnership with UNV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.12 Additional comments? Please specify.**

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<b>2c. Relevance to Project Partner Organisations</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
2.13 The UNV Online Volunteering Service has the same level of relevance for Civil Society Organisations, UN Agencies, Government Institutions and Private Sector firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.14 Additional comments? Please explain your response.**

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<b>2d. Relevance to Online Volunteers</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
2.15 UNV's Online Volunteering Service allows online volunteers to benefit from the opportunity to contribute towards global development work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.16 Additional comments? Please explain your response.**

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### Effectiveness

In this section, your responses will provide an indication of the effectiveness of the UNV Online Volunteering Service in meeting the needs of your organisation.

**Please share your views on each of the following statements:**

<b>3a. UNV Online Volunteering Services has allowed our organisation to:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
3.1 Enhance internal capacity to deliver more efficient services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Increase our ability to mobilise resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Improve the quality and results of our work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Strengthen our engagement with civil society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Diversify our workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3.6 Additional comments? Please specify.**

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**3.7 In your opinion, what are the main contributions of the UNV Online Volunteering Service to your organisation?**

*Please list up to three project contributions.*

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

**3.8 Did the use of the UNV Online Volunteering Service generate any unexpected results for your organisation, whether positive or negative? Please specify**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Efficiency**

Your responses in this section will be used to assess the efficiency of the UNV Online Volunteering Service in connecting your organisation with Online Volunteers to address internal needs.

**Please rate your level of satisfaction with each of the following elements of the UNV Online Volunteering Service:**

<b>4a. Level of satisfaction with UNV interface</b>	<b>Not satisfied</b>	<b>Neither satisfied nor dissatisfied</b>	<b>Satisfied</b>	<b>Very satisfied</b>	<b>No opinion</b>
4.1 Ease of registration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 Screening of organisation by UNV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 Guidance from UNV for developing assignments					
4.4 Cost-sharing arrangement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5 User-friendliness of UNV digital platform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4.6 Additional comments? Please specify.**

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<b>4b. Performance of UNV Online Volunteers</b>	<b>Not satisfied</b>	<b>Neither satisfied nor dissatisfied</b>	<b>Satisfied</b>	<b>Very satisfied</b>	<b>No opinion</b>
4.7 Knowledge and expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.8 Quality of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.9 Timeliness of work					
4.10 Support for internal capacity-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.11 Follow-up support on completion of assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4.12 Additional comments? Please specify.**

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**Please share your views on each of the following statements:**

<b>4c. The co-financing of the UNV Online Volunteering Service has been:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
4.13 Important for developing and maintaining a long-standing partnership with UNV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.14 Necessary because there are costs associated with managing the service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.15 Provides value for money as it enables organisations to do more with less	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>4c. The co-financing of the UNV Online Volunteering Service has been:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
4.16 Creates a risk for organisations as the quality of the work of new Online Volunteers is unknown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.17 Unfair because the service is subsidised for some organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4.18 Additional comments? Please specify.**

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**4.19 What were the main challenges faced by your organisation through its involvement with the UNV Online Volunteering Service?**

*Please list up to three challenges.*

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

**Cross-cutting themes:**

The responses you provide in this section will be used to identify the steps taken by your organisation to integrate issues that are important for UNV in all its projects, including its Online Volunteering Service.

**Please share your views on each of the following statements:**

<b>5a. Our approach to engaging UNV Online Volunteers has taken steps to:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
5.1 Ensure equal participation by all volunteers in spite of gender differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 Actively acknowledge and advance the rights of all Online Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 Increase the diversity of our Online Volunteers through inclusiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5a. Our approach to engaging UNV Online Volunteers has taken steps to:	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
5.4 Engage UNV Online Volunteers from countries in the Global South	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5.5 How, if at all, did your organisation benefit from the steps taken to ensure gender equality?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**5.6 How, if at all, did your organisation benefit from advancing the rights of all UNV Online Volunteers?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**5.8 How, if at all, did your organisation benefit from increasing its approach to inclusiveness in selecting UNV Online Volunteers?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**5.9 What are the ways, if any, in which your organisation benefitted from selecting UNV Online Volunteers from developing countries?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

## Sustainability

The responses you provide in this section will be used to assess the sustainability of the UNV Online Volunteering Service, as well as the results it has achieved.

Please share your views on each of the following statements:

<b>6a. Our organisation is prepared to co-finance UNV Online Volunteering in the future because:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
6.1 The benefit of this service to our work is greater than the cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 The UNV Online Volunteering Service provides value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 It is important for our organisation to continue to build our partnership with UNV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 We see the need to continue contributing to the development of the UNV Online Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6.5 Additional comments? Please specify.**

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**6.6 What are the main changes that need to be made to the UNV Online Volunteering Service to encourage your organisation to co-finance future projects?**

*Please list up to three changes.*

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

**Lessons learned and Recommendations**

In this final section, the responses you provide will be used to identify your views on lessons learned from your project experience and your recommendations for future UNV Online Volunteering projects.

**7.1 What are the main aspects of the UNV Online Volunteering Service Project that worked well?**

*Please list up to three project aspects.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**7.2 Which areas of the project need to be strengthened in the future?**

*Please list up to three lessons and indicate how they can be addressed.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**7.3 How can UNV better meet the needs of its project partners in future projects?**

*Please provide up to three recommendations*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**Close**

**7.4 Are there any additional suggestions or comments you wish to make? (maximum of 75 words)**

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**Thank you for your time and participation.**

## Electronic Survey: UNV Online Volunteers

### Introduction:

As part of its global mandate, to promote volunteerism for development, UN Volunteers (UNV) operates Online Volunteering (OV) services through the Online Volunteering website ([www.onlinevolunteering.org](http://www.onlinevolunteering.org)), the cornerstone of its online services. Through its OV services, UNV connects development organizations directly with online volunteers, who contribute their skills online to assist these organisations to address development challenges and strengthen the impact of their work. Based on a financial partnership with the German Federal Ministry for Economic Cooperation and Development (BMZ), UNV has facilitated the four-year project, ***A Global Multi-stakeholder Partnership for Sustainable Development: Online Volunteering and Innovation***, over 2015 -2019. As the project will end on December 31, 2019, UNV has commissioned the services of an external consultant, Ms Halcyon Louis, to conduct an independent final evaluation. The specific objectives of the evaluation are to: i) review project performance; ii) generate lessons to inform current and future corporate strategies; and iii) assess the new cost recovery model for UNV's OV services.

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The average completion time for this brief survey is 15 minutes. You are kindly asked to complete this survey by **Monday December 30, 2019**. For further information about the evaluation please contact the evaluator at [halcyon.louis@gmail.com](mailto:halcyon.louis@gmail.com). Alternatively, please contact Ms Sandra Koch ([sandra.koch@unv.org](mailto:sandra.koch@unv.org)) or Ms Anna Chyzhkova ([anna.chyzhkova@unv.org](mailto:anna.chyzhkova@unv.org)) at UNV.

Thank you in advance for your time and cooperation.



**Background:**

In this section, you will be asked to provide some basic information about yourself to support the analysis of views shared on the UNV Online Volunteering Service experience.

**1.1 Please choose the option that best describes you?**

- Male
- Female
- Other
- Prefer not to say

**1.2 What is your age group?**

- Under age 30
- 30 – 40, but less than 40 years
- 40 – 50, but less than 50 years
- 50 – 60, but less than 60 years
- Over age 60

**1.3 Where do you normally live?**

*For this question, Mexico is understood to be included in Latin America and Caribbean*

- Arab States, Europe and Commonwealth of Independent States
- Asia and Pacific
- East and Southern Africa
- Latin America and Caribbean
- West and Central Africa
- North America (excluding Mexico)

**1.4 What is your disability status?**

- Person living with a disability
- I do not have a disability

**1.5 How long have you been registered as a UNV Online Volunteer?**

- Less than 1 year
- 1 to 2 years, but less than 2 years
- 2 to 3 years, but less than 3 years
- 3 to 4 years
- More than 4 years

**1.6 Which services have you provided as a UNV Online Volunteers?**

*Please check all that apply*

- Administration
- Art and design
- Community organising
- Event organisation
- Leadership and strategy
- Outreach and advocacy
- Project development and management
- Research
- Teaching and training
- Technology development
- Translation
- Volunteer management
- Writing and editing
- Other, please specify: \_\_\_\_\_

**Relevance**

The responses you provide in this section will be used to better understand the relevance of UNV’s Online Volunteering Services to you as an Online Volunteer.

**Please share your views on each of the following statements:**

<b>2a. The UNV Online Volunteering Service has been relevant to my:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
2.1 Intention to contribute towards international development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Interest in gaining work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Personal development as an individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 Interest in volunteering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 Career aspirations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.6 Additional comments? Please specify.**

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<b>2b. I registered as a UNV Online Volunteer because:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
2.7 I like volunteering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8 It is easy to provide support to organisations using the internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9 I am interested in developing a career in development and peace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10 I want to use this opportunity as an entry point for a career with the United Nations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11 I did not have much work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.12 Additional comments? Please specify.**

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**Effectiveness**

In this section, your responses will provide an indication of the effectiveness of the UNV Online Volunteering Service in meeting your needs.

**Please share your views on each of the following statements:**

<b>3a. UNV Online Volunteering Services has allowed me to:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
3.1 Gain the work experience I wanted to acquire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Connect with development organisations in different countries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Contribute towards international development work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Support the achievement of the Sustainable Development Goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Assist development organisations to increase their internal capacities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6 Achieve a sense of personal achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7 Assist organisations in my country and region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8 Give back to society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3.9 Additional comments? Please specify.**

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**3.10 In your opinion, how did your work as a UNV Online Volunteer benefit the organisations you assisted?**

*Please list up to three benefits.*

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

**3.11 Did you experience any unexpected results as a UNV Online Volunteer, whether positive or negative? Please specify**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Efficiency**

Your responses in this section will be used to assess the efficiency of the UNV Online Volunteering Service in facilitating your engagement with online volunteering assignments.

**Please rate your level of satisfaction with each of the following elements of the UNV Online Volunteering Service:**

4a. Level of satisfaction with UNV interface	Not satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	No opinion
4.1 Ease of registration and screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 Accessibility of UNV digital platform to persons with disabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 Guidance from UNV for finding assignments					
4.4 User-friendliness of UNV digital platform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4a. Level of satisfaction with UNV interface	Not satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	No opinion
4.5 Diversity of available assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6 Monitoring/ Follow-up during assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4.7 Additional comments? Please specify.**

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<b>4b. Interface with Host Organisation</b>	Not satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	No opinion
4.8 Clarity of assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.9 Quality of collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10 Opportunity created for personal development					
4.11 Timeline for completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.12 Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4.13 Additional comments? Please specify.**

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**4.14 What were the main challenges you faced as a UNV Online Volunteer and how were they addressed?**

*Please list up to three challenges and the way in which each was addressed.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**Cross-cutting themes:**

The responses you provide in this section will be used to identify the steps taken by UNV and the Host Organisation to integrate considerations for several issues that are important during development work, including the UNV Online Volunteering Service.

**Please share your views on each of the following statements:**

<b>5a. The UNV Online Volunteering Service ensured my:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
5.1 Equal participation in all processes and opportunities without gender discrimination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 Rights as an Online Volunteer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 Inclusion in all processes and opportunities without discrimination based on disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 Engagement in opportunities that supported South-South collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5.5 Additional comments? Please specify.**

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**5.6 How, if at all, did you benefit from the steps taken to ensure gender equality?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**5.7 How, if at all, did you benefit from the advancement of your rights as a UNV Online Volunteer?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**5.8 How, if at all, did you benefit from the inclusiveness of the UNV Online Volunteering Service?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**5.9 What are the ways, if any, in which you benefitted from being selected to provide online volunteering support to organisations located in developing countries?**

*Please list up to three examples.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_



**Sustainability**

The responses you provide in this section will be used to assess the sustainability of the UNV Online Volunteering Service, as well as the results it has achieved.

**Please share your views on each of the following statements:**

<b>6a. I am prepared to:</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>No opinion</b>
6.1 Continue volunteering as a UNV Online Volunteer because of the benefits I have gained from this opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 Provide UNV Online volunteering services to enhance the internal capacities and work of development organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 Function as a UNV Online Volunteer in the future only if the service is improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 Support development organisations as a UNV Online Volunteer only if they address their limitations to improve the online volunteering experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6.5 Additional comments? Please specify.**

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**Lessons learned and Recommendations**

In this final section, the responses you provide will be used to identify your views on lessons learned from your project experience and your recommendations for future UNV Online Volunteering projects.

**7.1 What are the main aspects of the UNV Online Volunteering Service Project that worked well?**

*Please list up to three project aspects.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**7.2 Which areas of the project need to be strengthened in the future?**

*Please list up to three lessons and indicate how they can be addressed.*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**7.3 How can UNV better meet the needs of the UNV Online Volunteers to encourage them to participate in future projects?**

*Please provide up to three recommendations*

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**Close**

**7.4 Are there any additional suggestions or comments you wish to make? (maximum of 75 words)**

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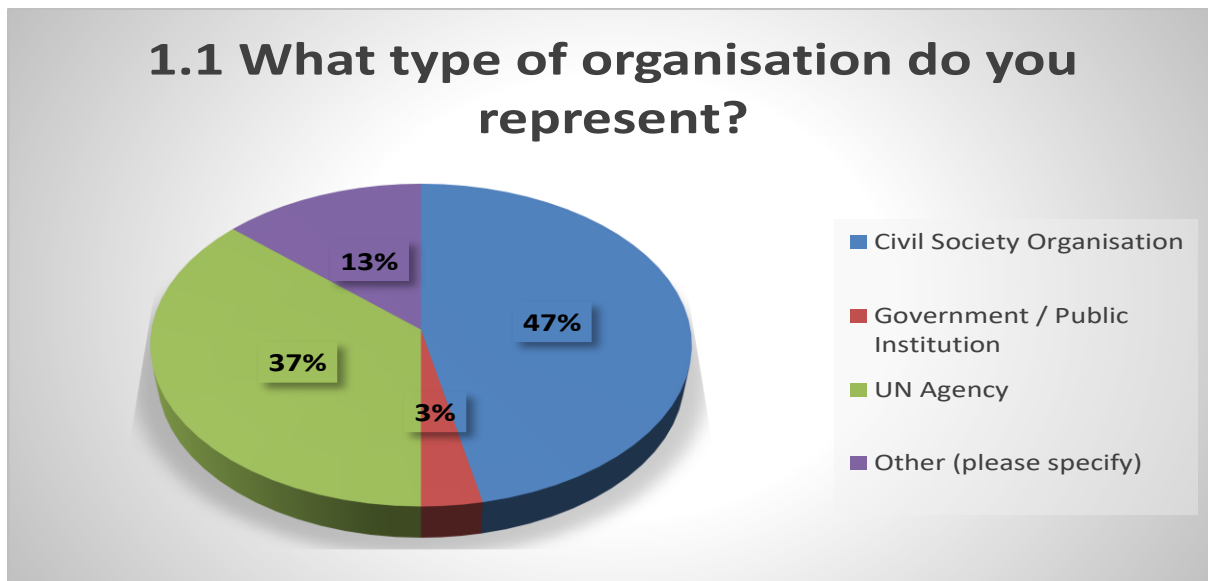
**Thank you for your time and participation.**

## Appendix XII Survey Results – Quantitative Questions

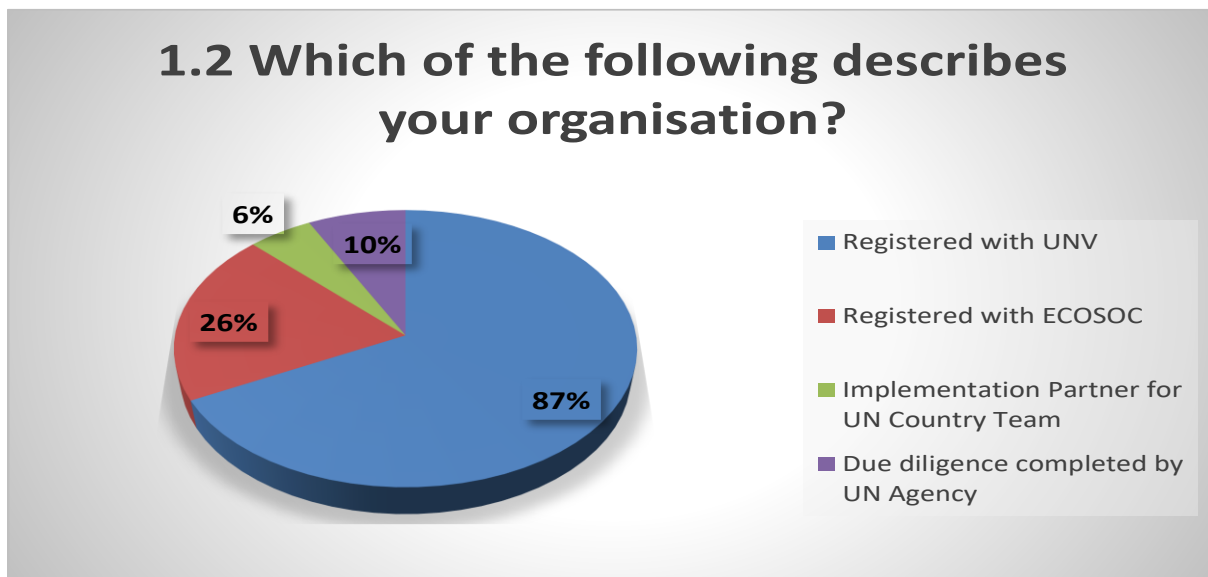
### A: Electronic Survey of UNV Host Entities/ Project Partners

Background:

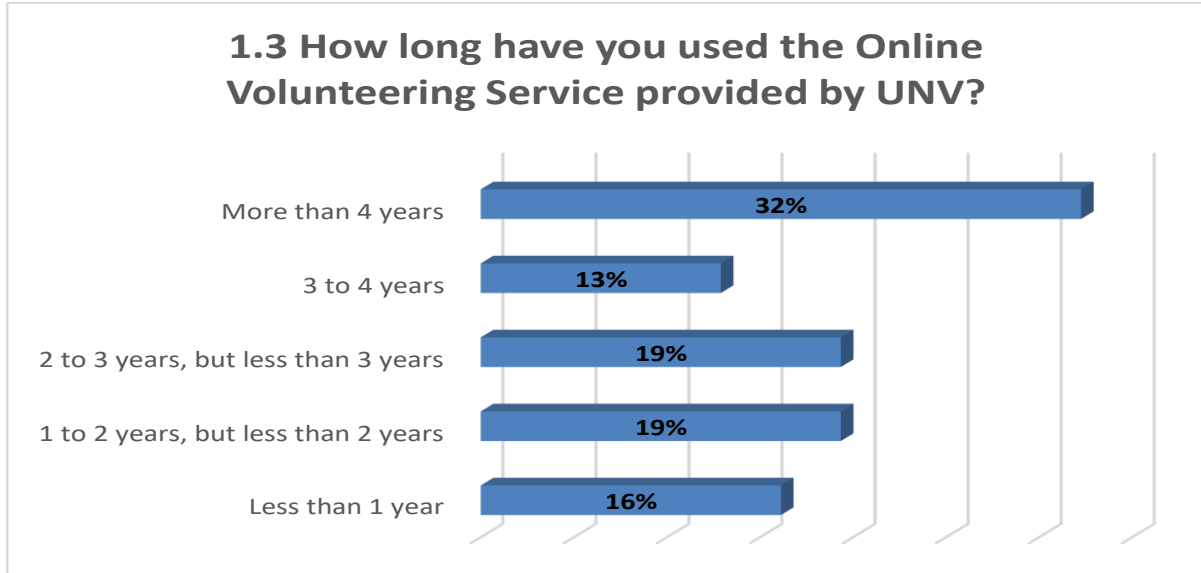
#### 1.1 What type of organisation do you represent?



#### 1.2 Which of the following describes your organisation?



### 1.3 How long have you used the Online Volunteering Service provided by UNV?

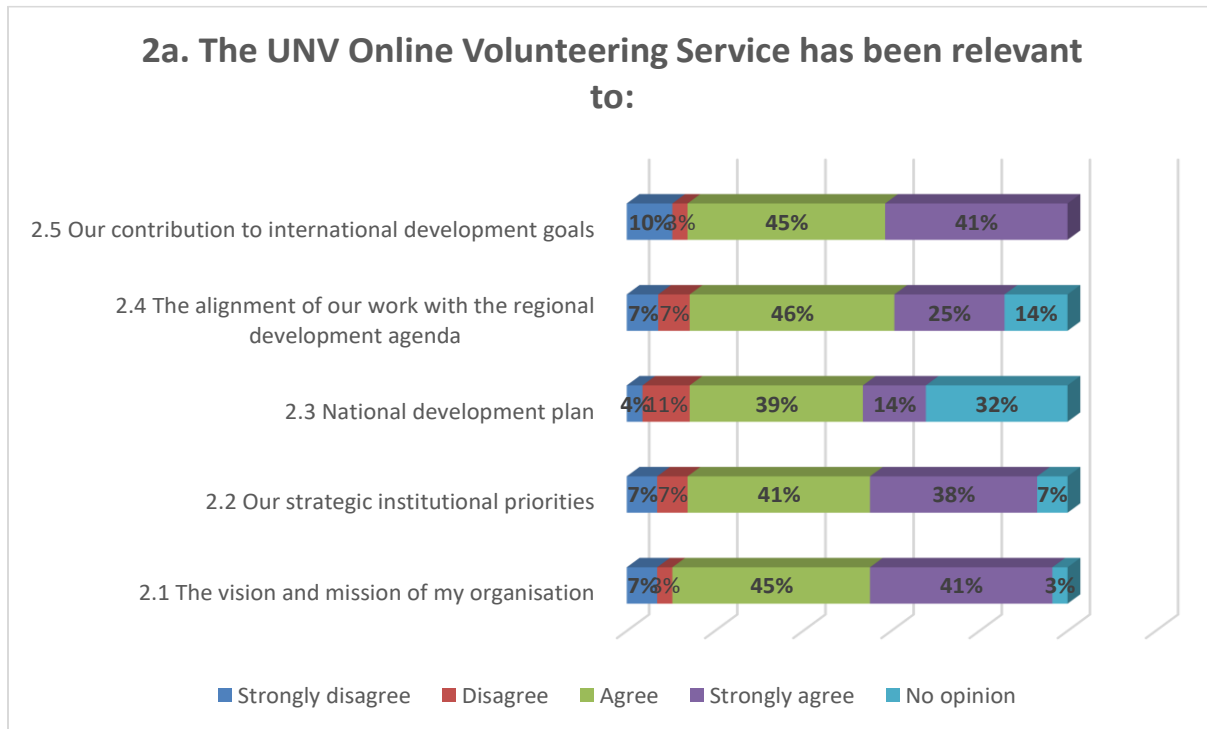


### 1.4 What type of services has your organisation requested from UNV Online Volunteers?

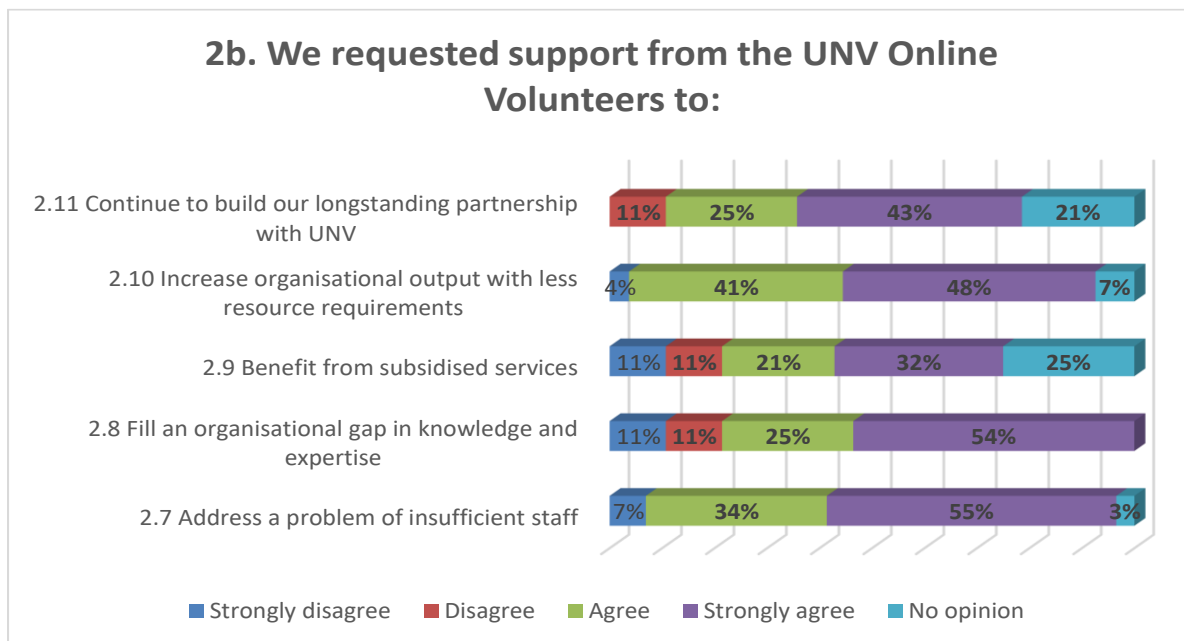


**Relevance:**

**2a. The UNV Online Volunteering Service has been relevant to:**

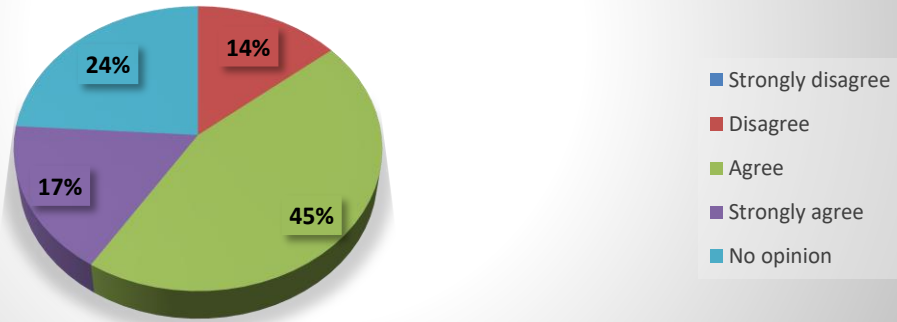


**2b. We requested support from UNV Online Volunteers to:**



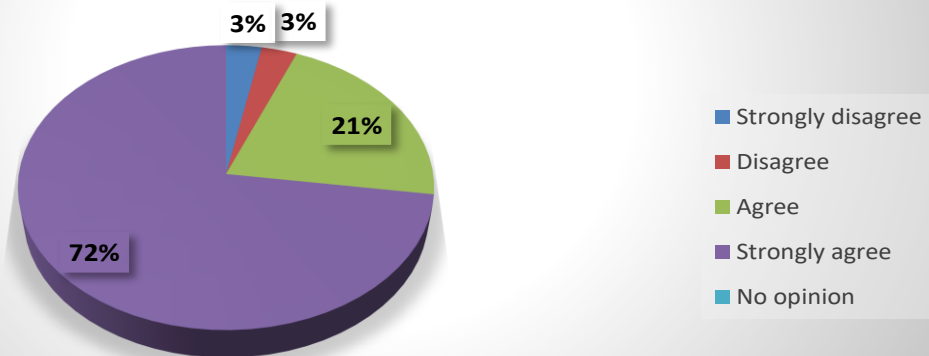
**2c. Relevance to Project Partner Organisations**

**2.13 The UNV Online Volunteering Service has the same level of relevance for Civil Society Organisations, UN Agencies, Government Institutions and Private Sector firms**



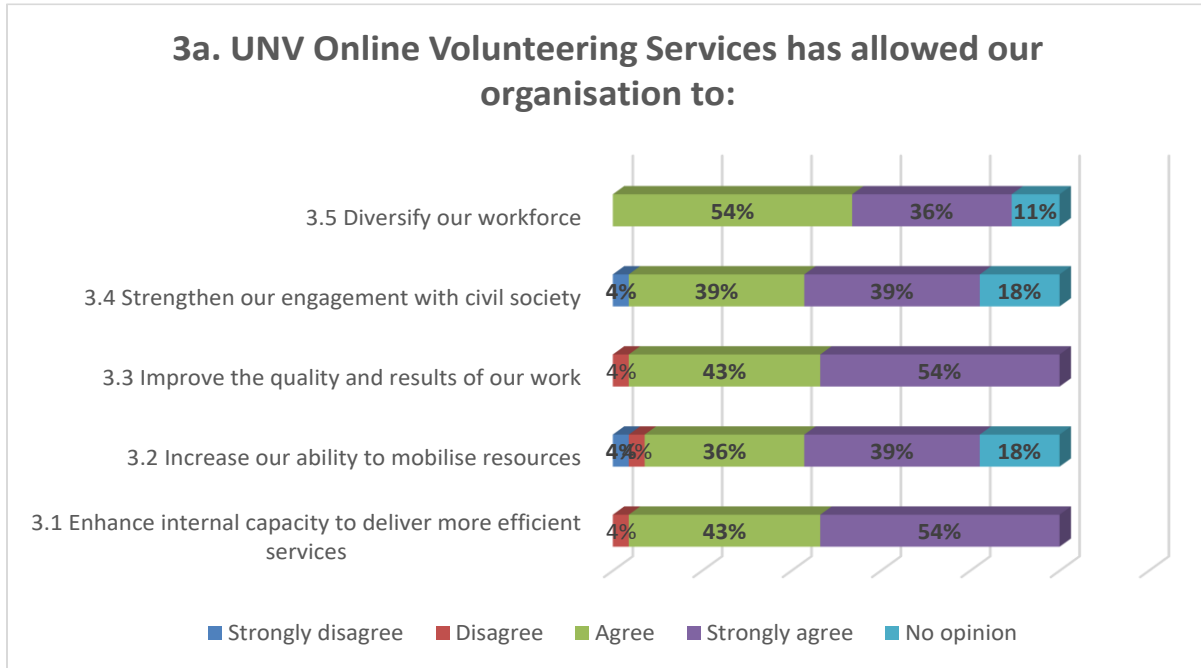
**2d. Relevance to Online Volunteers**

**2.15 UNV's Online Volunteering Service allows online volunteers to benefit from the opportunity to contribute towards global development work**



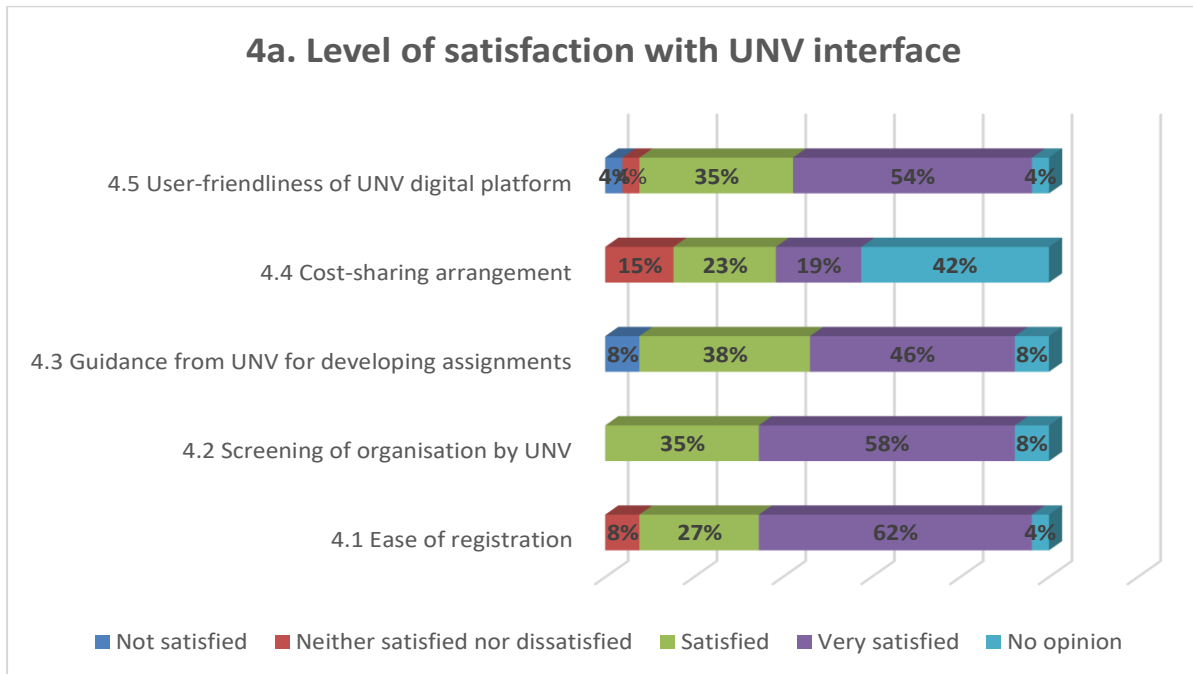
**Effectiveness:**

**3a. UNV Online Volunteering Services has allowed our organisation to:**

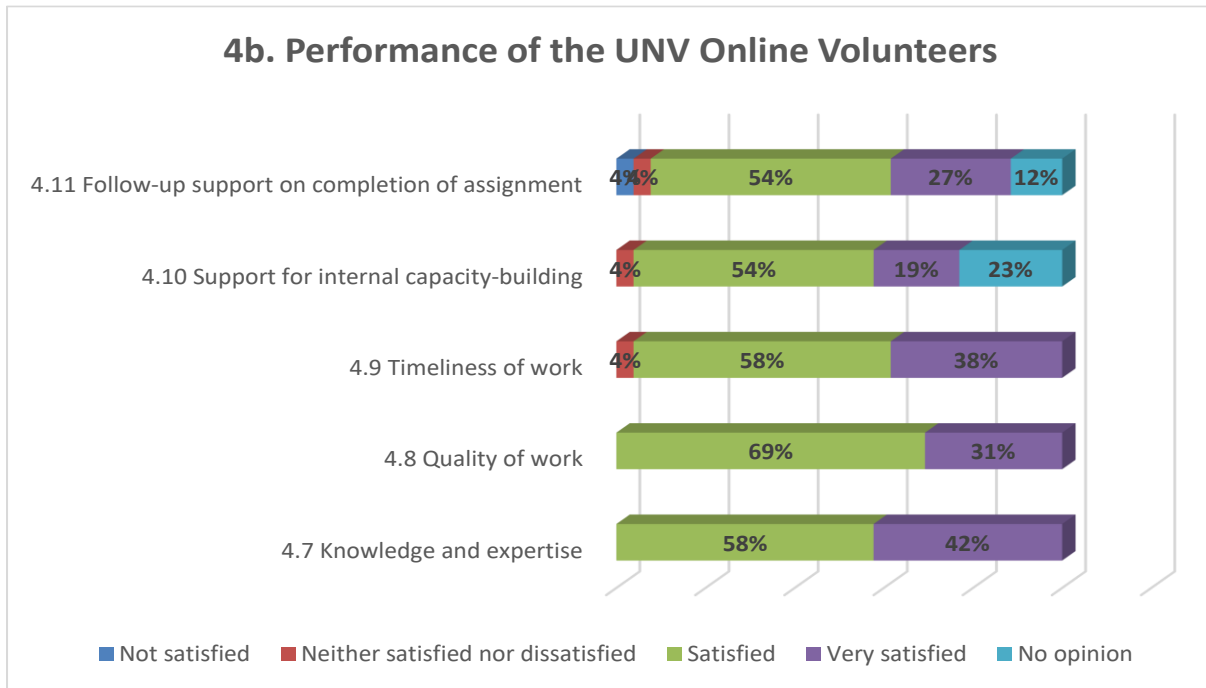


**Efficiency:**

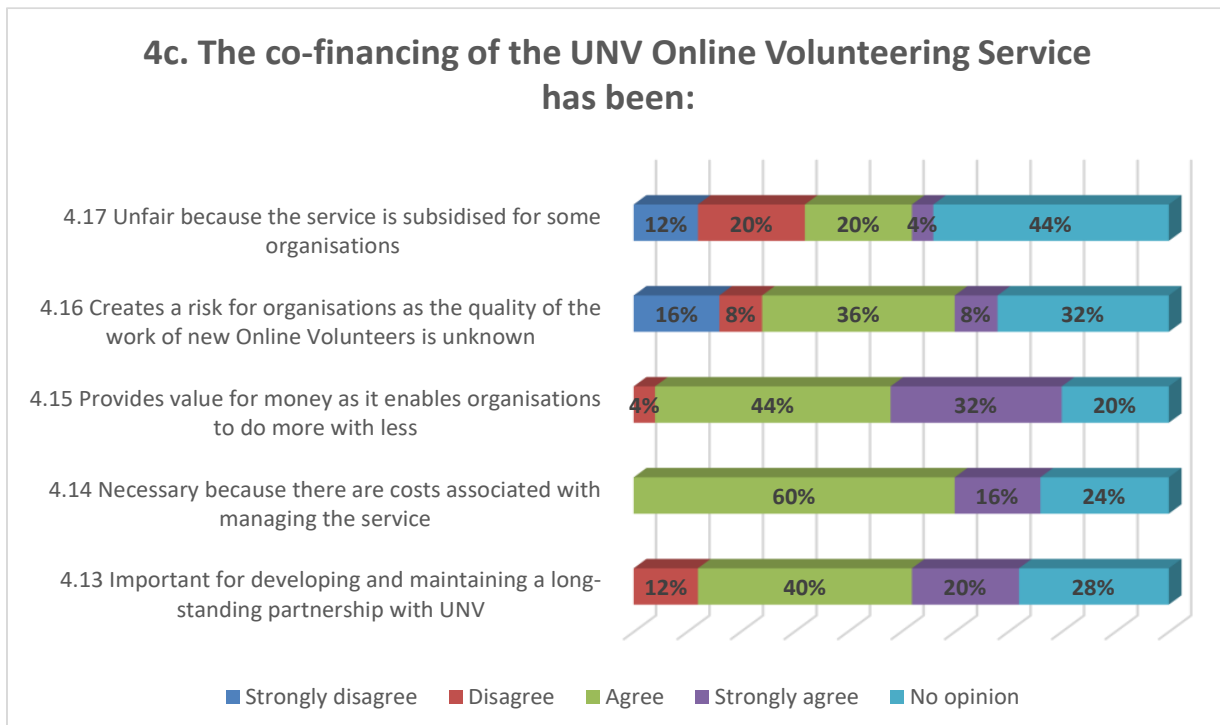
**4a. Level of satisfaction with UNV interface**



#### 4b. Performance of UNV Online Volunteers



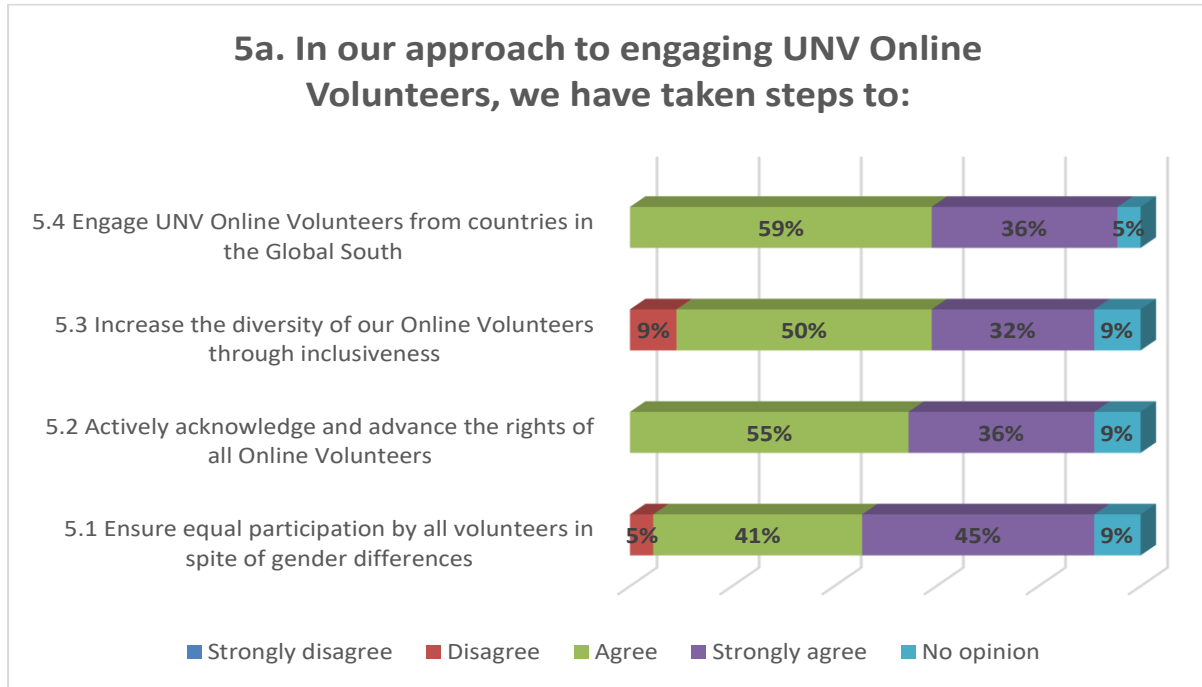
#### 4c. The co-financing of the UNV Online Volunteering Service has been:





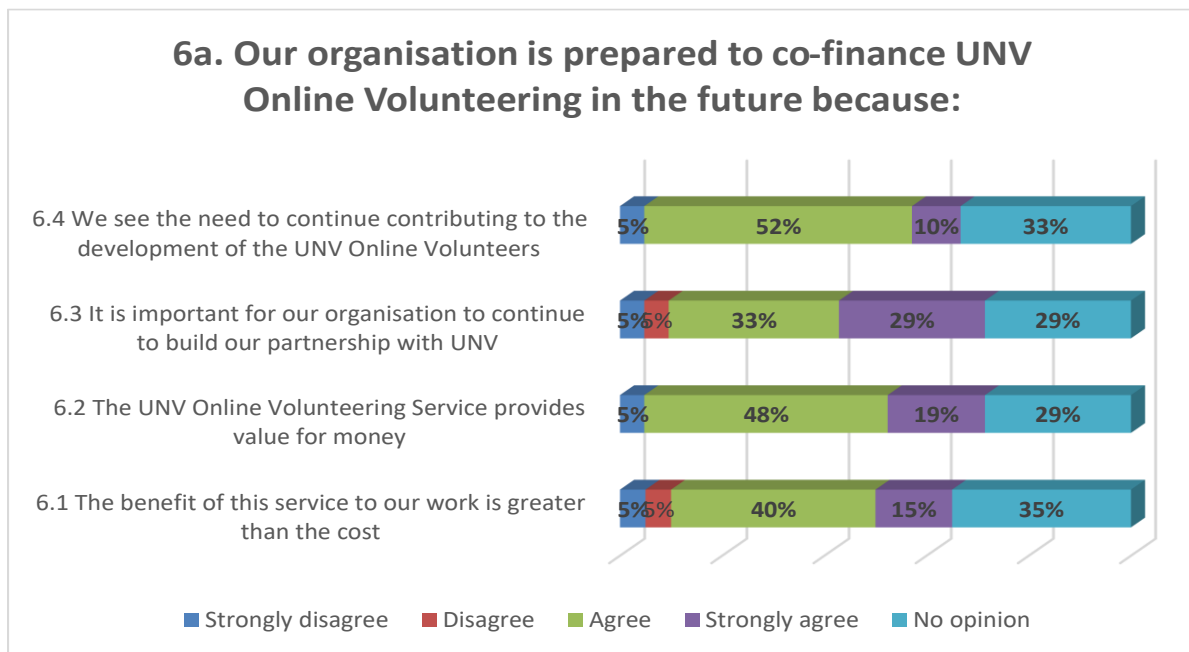
**Cross-cutting themes:**

**5a. In our approach to engaging UNV Online Volunteers, we have taken steps to:**



**Sustainability:**

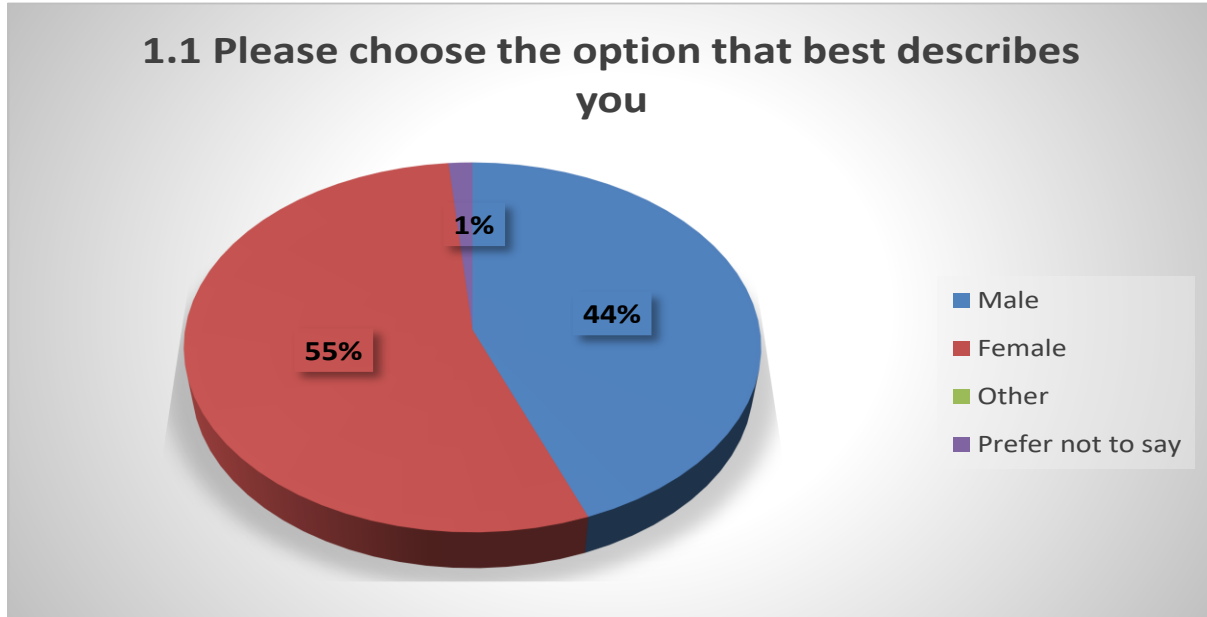
**6a. Our organisation is prepared to co-finance UNV Online Volunteering in the future because:**



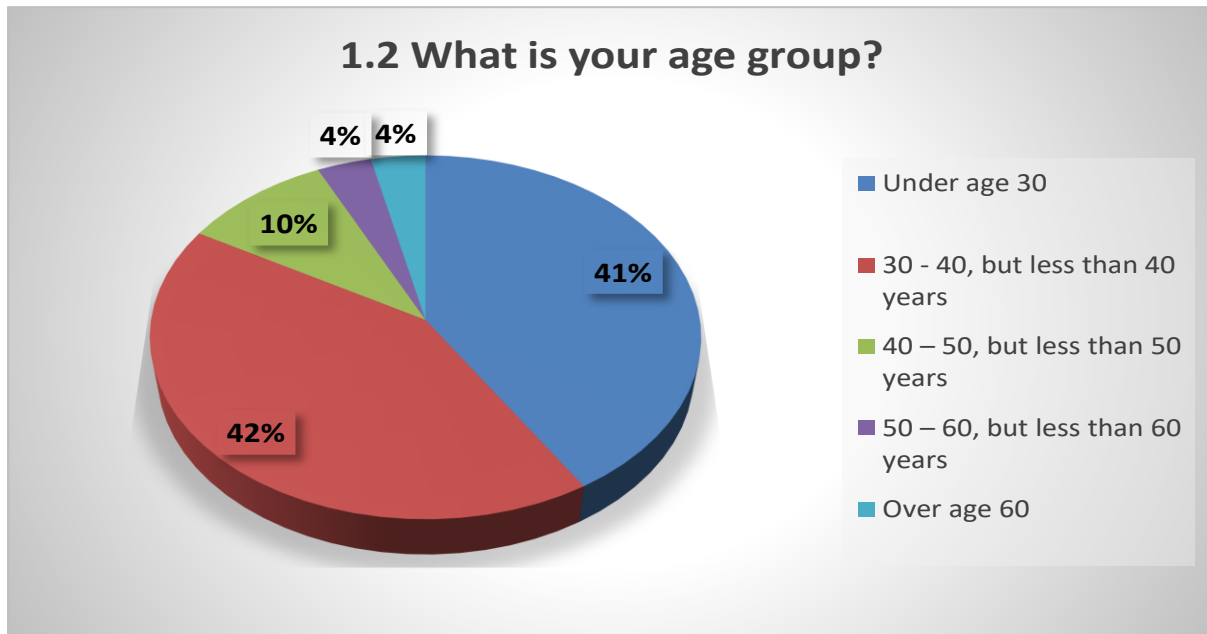
**B: Electronic Survey of UNV Online Volunteers**

**Background:**

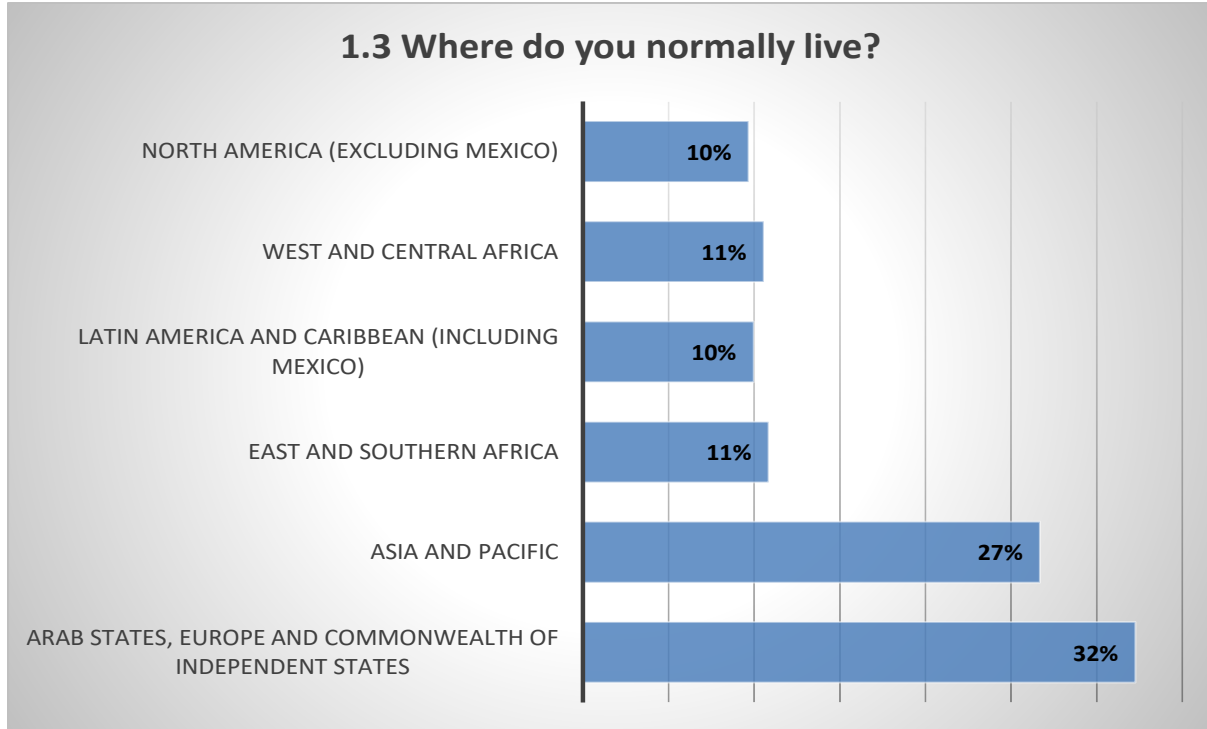
**1.1 Please choose the option that best describes you**



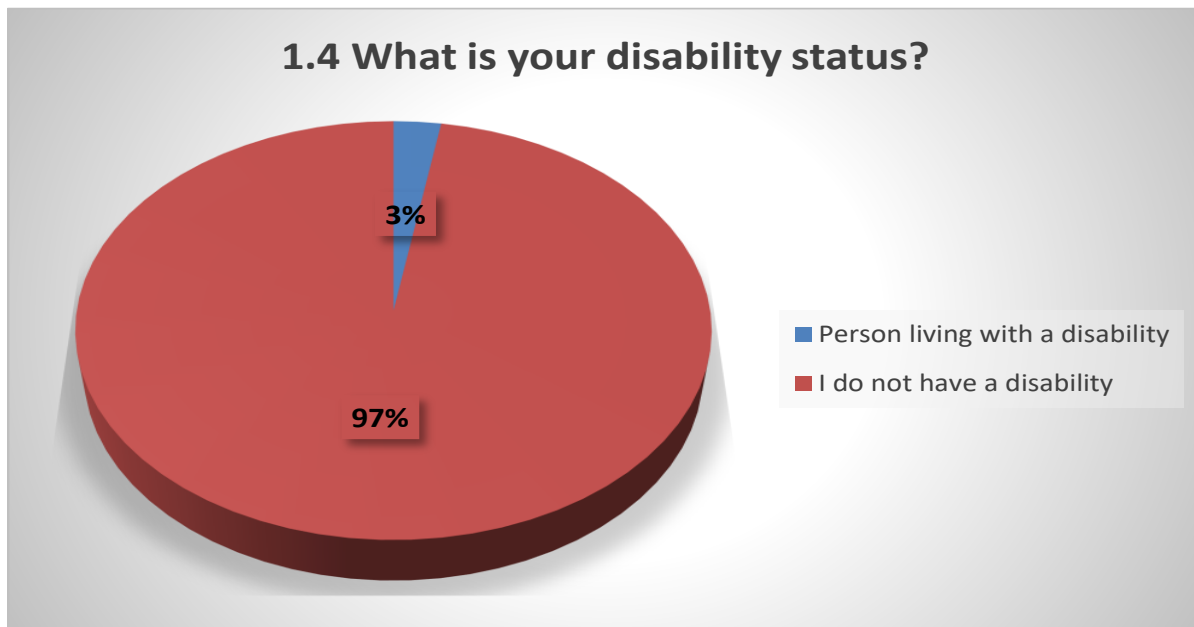
**1.2 What is your age group?**



### 1.3 Where do you normally live?



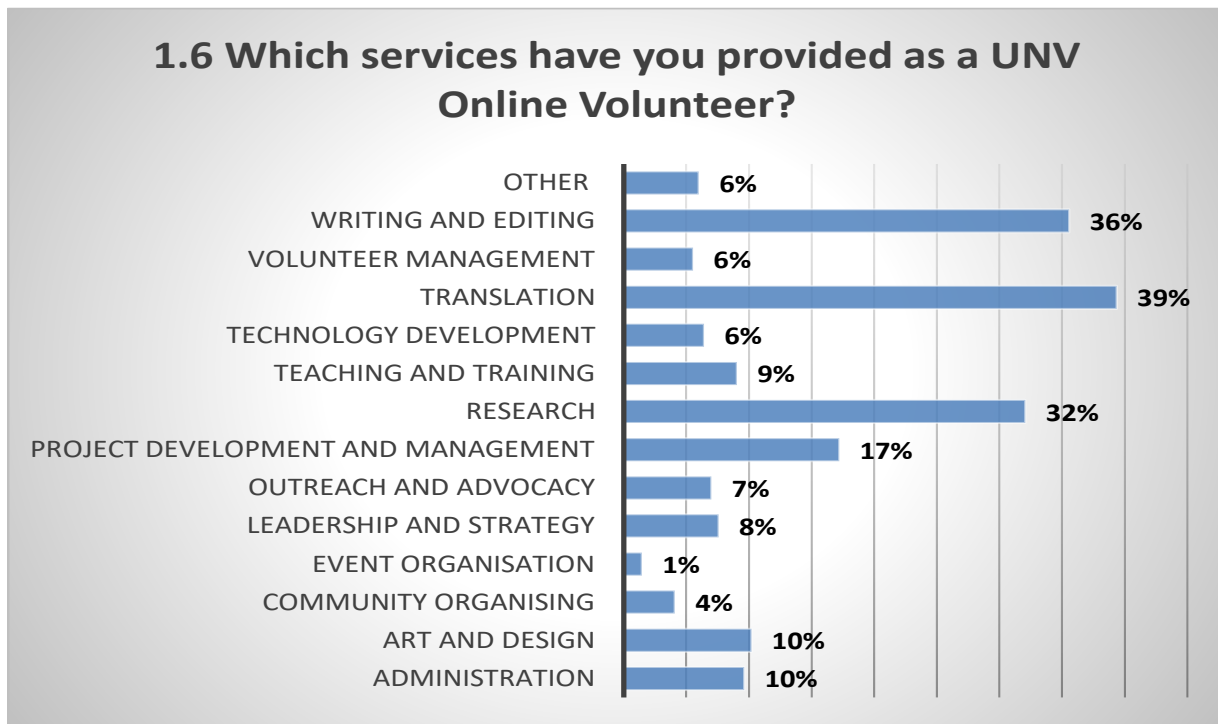
### 1.4 What is your disability status?



**1.5 How long have you been registered as a UNV Online Volunteer?**

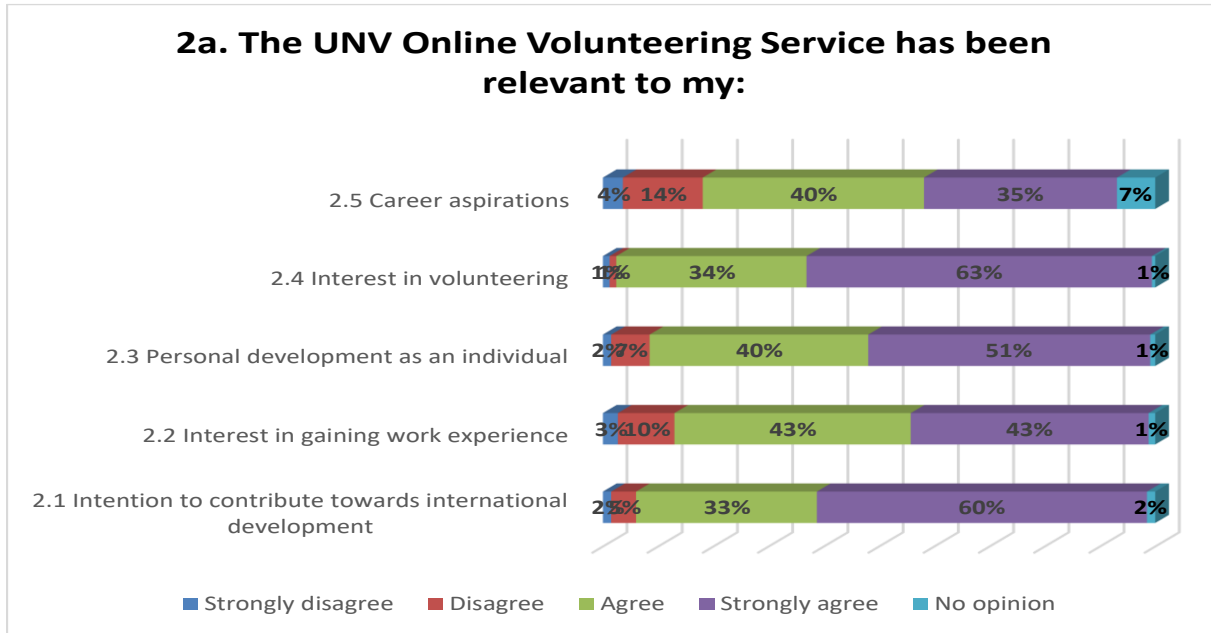


**1.6 Which services have you provided as a UNV Online Volunteers?**

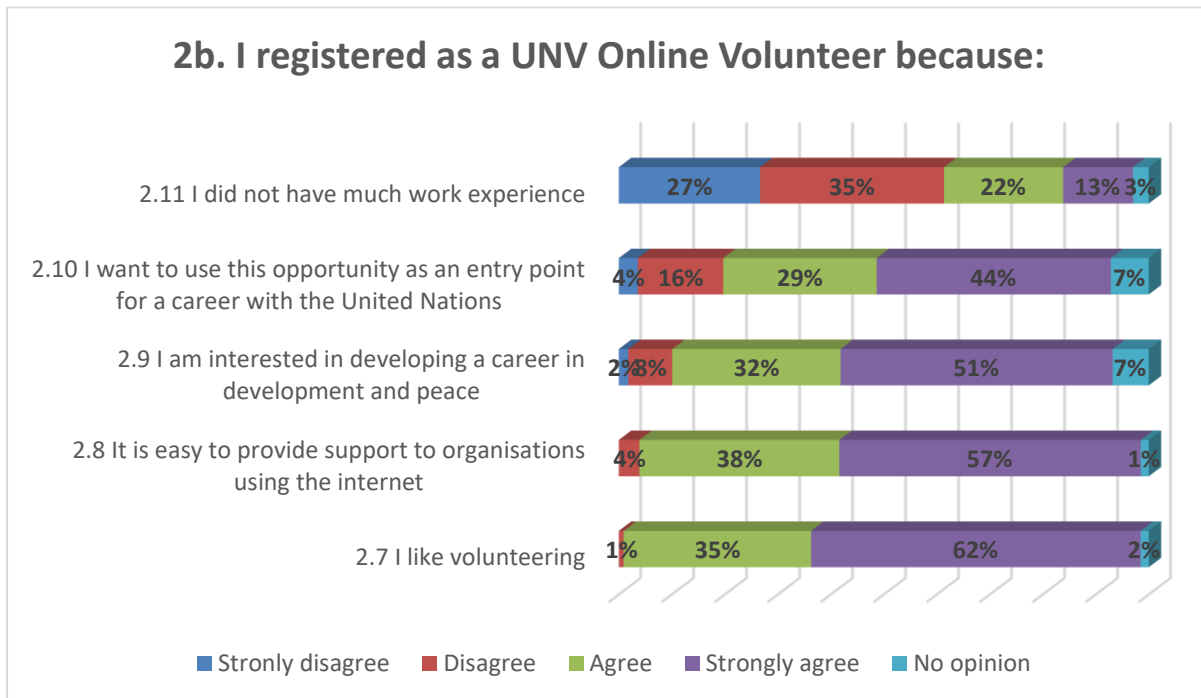


**Relevance:**

**2a. The UNV Online Volunteering Service has been relevant to my:**

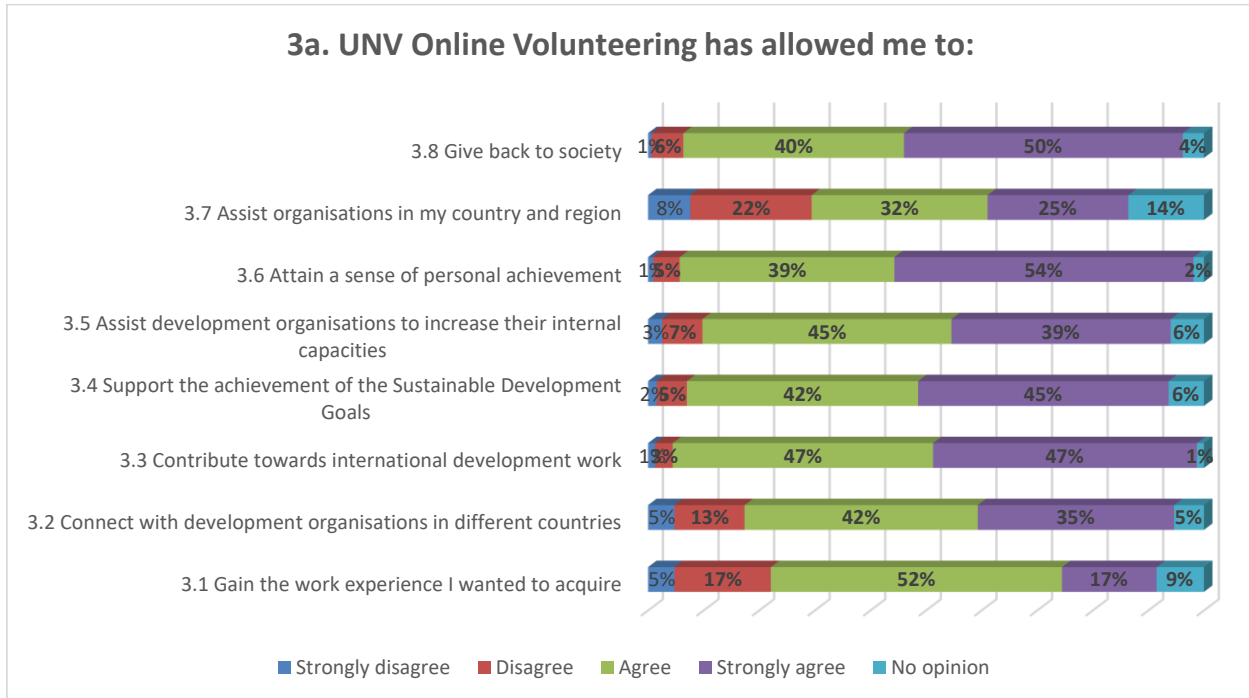


**2b. I registered as a UNV Online Volunteer because:**



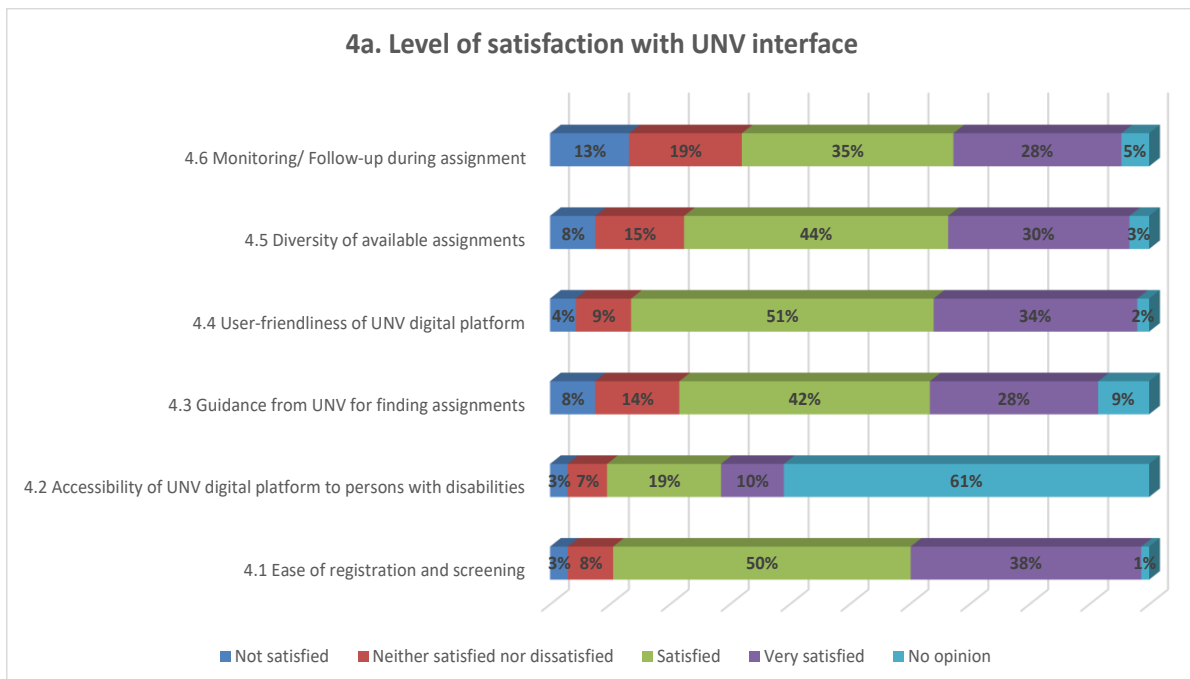
**Effectiveness:**

**3a. UNV Online Volunteering Services has allowed me to:**

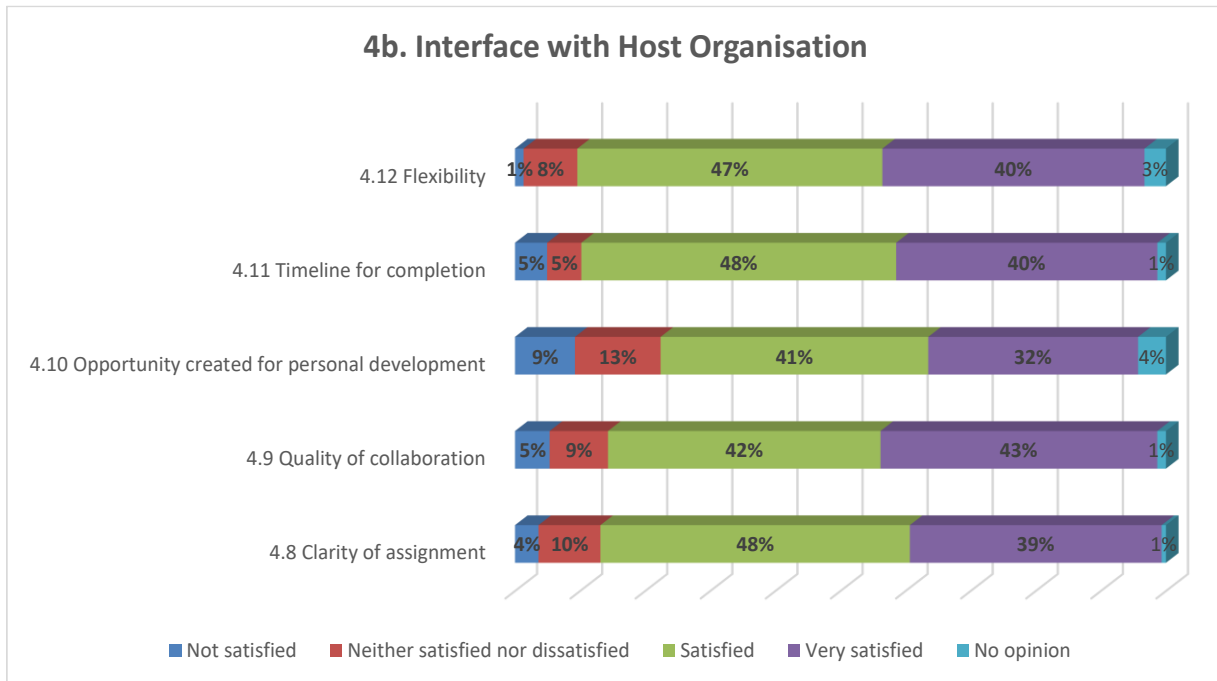


**Efficiency:**

**4a. Level of satisfaction with UNV interface**

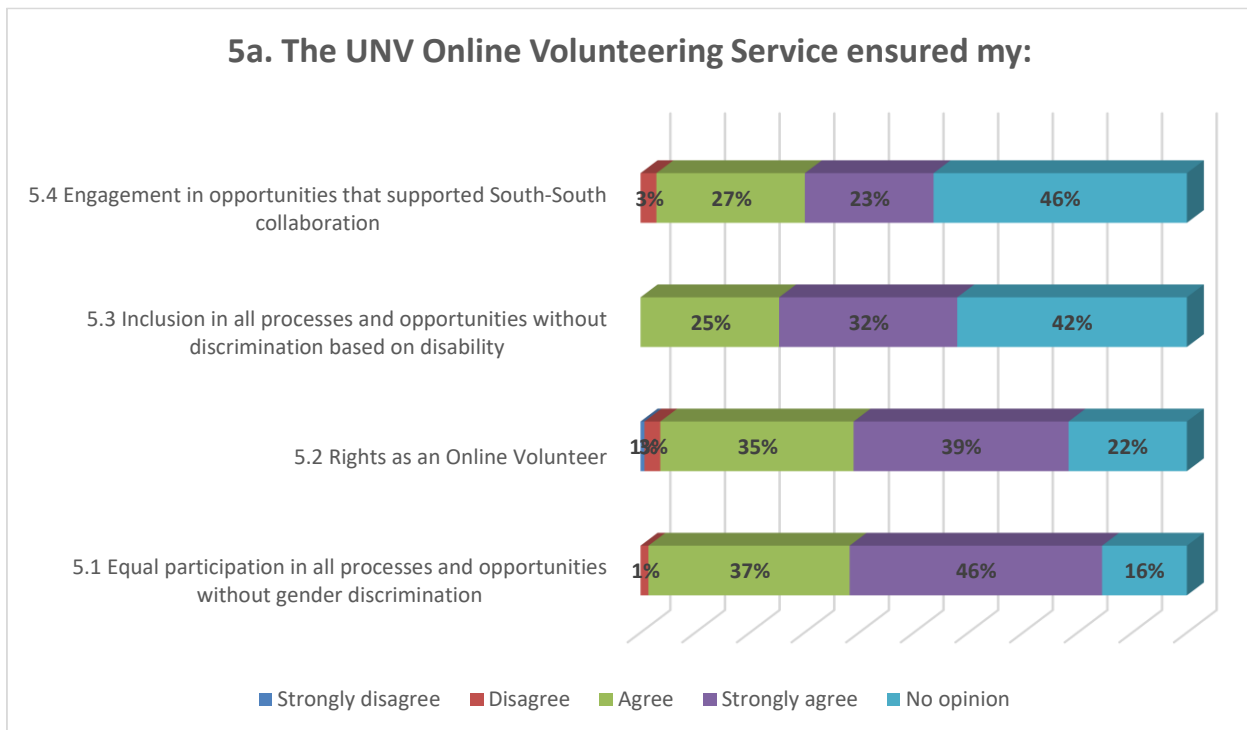


## 4b. Interface with Host Organisation



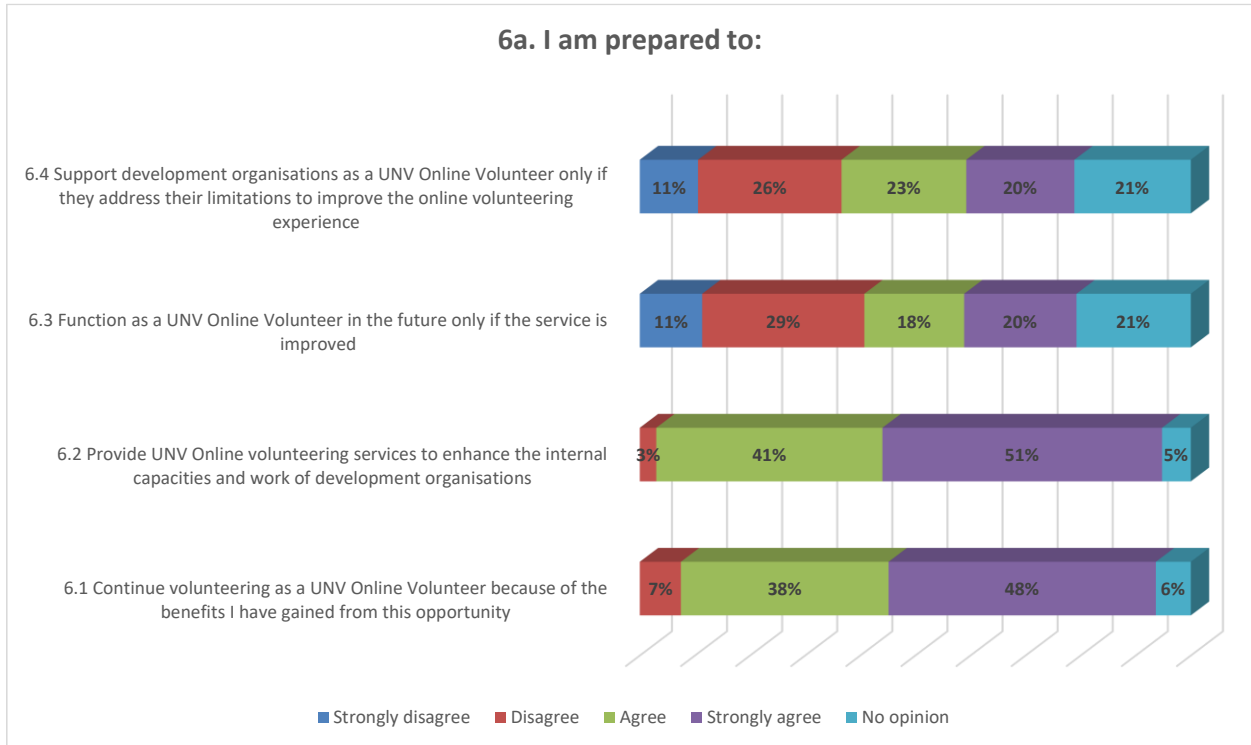
## Cross-cutting themes:

### 5a. The UNV Online Volunteering Service ensured my:



## Sustainability:

### 6a. I am prepared to:





## Appendix XIII Map of Findings and Recommendations

Evaluation Issues	Findings	Related Recommendation
<b>Relevance</b>	<b>Finding 1:</b> From an organisational standpoint, the UNV OV Services project has been relevant to the strategic direction of its main financial partners and clients.	Related to Recommendation #1 and #8
	<b>Finding 2:</b> At the design level, the volunteering component of the project has had the comparative advantage of responding directly to the expressed needs of the UNV online volunteer community. Project implementation has, however, deviated from fully meeting online volunteer expectations of benefits.	Related to Recommendation #1; #2; and #8
<b>Effectiveness</b>	<b>Finding 3:</b> The OV Services Project has supported efficient service delivery by development organisations worldwide. It was not, however, designed to facilitate the long-term enhancement of organisational capacity (Outcome 1).	Related to Recommendation #1; and #8
	<b>Finding 4:</b> While UNV invested significantly in creating innovative product solutions to increase access to volunteerism by marginalised or underrepresented social groups, the intention towards inclusiveness and citizen participation was crowded out by efforts to facilitate the cost recovery modality (Outcome 2).	Related to Recommendation #1; and #8
	<b>Finding 5:</b> UNV has made notable progress in its efforts to mainstream the OV function across the organisation, in line with its OV Mainstreaming Framework. The effectiveness of the mainstreaming process has been challenged, however, by human resource constraints at the regional and country levels, and inadequate OV ownership across UNV Sections (Outcome 3).	Related to Recommendation #1; #3; and #8
	<b>Finding 6:</b> There is evidence of moderate to significant results achievement under the OV Services project strategy. Results reporting on OV has been considerably challenged, however, by the configuration of the OV platform and data that it generates.	Related to Recommendation #1; #4; #7 and #8

Evaluation Issues	Findings	Related Recommendation
<b>Efficiency</b>	<b>Finding 7:</b> While the introduction of the cost recovery modality contributed to a decline in new UNV-Host entity partnerships, low registration was also implicated by UNV's structural response to the end of BMZ project funding.	Related to Recommendation #1; and #8
	<b>Finding 8:</b> Although the cost recovery modality responded to UNV's need for self-sustaining OV that provided best value for money, as it was inadequately assessed for risk, it created a risk of lowering the added value of the volunteering element of the OV Services project.	Related to Recommendation #1; and #8
	<b>Finding 9:</b> Notwithstanding the conceptual viability of UNV's cost recovery model for reclaiming the cost of OV facilitation, revenue generation from client uptake was affected by the low feasibility of the model's underlying assumptions in an evolving market for volunteerism.	Related to Recommendation #1; and #8
	<b>Finding 10:</b> The UNV Digital Transformation project has been designed to enhance the OV function by transforming UNV into a modern digital organisation. There is no indication, however, of the steps that will be taken to maintain quality exchanges between online volunteers and host entities through the online platform.	Related to Recommendation #1; #2; and #8
	<b>Finding 11:</b> Although UNV is mandated to exclusively support the UN System, its partnerships with civil society organisations (CSOs) have contributed significantly to the operationalisation of the OV modality, given continuous mobilisation and engagement of online volunteers by CSOs.	Related to Recommendation #1; and #8
	<b>Finding 12:</b> The retention of project management oversight by UNV Headquarters was instituted to support the continuity of the OV Services project, with evidence of progress. Efficient project management was challenged, however, by language barriers and the insecurity of tenure at the regional and country levels, respectively.	Related to Recommendation #1; #6; and #8

Evaluation Issues	Findings	Related Recommendation
<b>Cross-cutting themes</b>	<b>Finding 13:</b> Although UNV has had considerable success in mobilising a diverse pool of qualified online volunteers, mobilisation has not been guided by an organisation-specific inclusiveness strategy.	Related to Recommendation #1; #5; #7 and #8
<b>Sustainability</b>	<b>Finding 14:</b> The mainstreaming of OV across UNV is conducive for the sustainability of the facility. While UNV's comparative advantage of localised representation is of benefit to this approach, the ownership and management of the OV function is also highly dependent on cross-organisational communication and collaboration.	Related to Recommendation #1; #6; and #8
	<b>Finding 15:</b> By reverting to its past strategy of facilitating free access to the OV Services product, UNV has positioned itself to benefit from its comparative advantage in knowledge, experience and branding. The sustainability of the OV product, and the results that have been generated, remains vulnerable, however, to service provision costs and market dynamics.	Related to Recommendation #1; #2; #3; #6 and #8