



Project Document

Project Title	Volunteer Knowledge and Innovation
Expected UNV Results Framework Outcomes	<ul style="list-style-type: none"> • Contribution of volunteerism to development is recognized • Volunteerism is integrated into development policies, strategies and programming • Volunteer engagement in development is strengthened and diversified
VKIS Project Expected Outputs	<ul style="list-style-type: none"> • Integrated and sound volunteer modalities and management practices implemented in UNV • UNV technical support is based on a systematic advisory service approach and substantive research • Volunteer learning and knowledge management; contribute to organizational effectiveness and the quality of volunteer experience.
Executing Entity	United Nations Volunteers (UNV)
Implementing Agency	United Nations Volunteers (UNV)

Brief Description:

The Volunteer Knowledge and Innovation project outlines how the alignment of functions and resources within the VKIS team will support UNV's strategic position and organizational mandates into tangible collaborative initiatives, which showcase the unique value of volunteerism and new approaches for integrating volunteerism into peace and development programmes.

The project outlines the thinking behind the VKIS functional design components of (1) Volunteer Management; (2) Volunteerism Advisory Services and Research; and (3) Volunteer Learning and Knowledge Management, and the proposed human resources needed to fulfill these functions.

Programme Period: 2013 - 2015
Project ID:
Project Duration: Three Years
PAC meeting: 30 October 2012

Total Budget:	\$9,699,237
Allocated Resources:	
• Cost Sharing	\$ 440,750
• SVF Funding	\$6,673,827
• Learning fund	\$1,642,721
Total:	\$8,757,298
• Unfunded Budget	\$ 941,939

Agreed by:
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Date: 22/11/2012



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Volunteer Networking Specialist (P2 – Proposed).....	
Knowledge Management Associate (G6).....	
OV Programme Associate (G6).....	
OV Programme Assistant (G5).....	
Volunteer Management Cycle Assistant (G6 – Proposed).....	
VKIS Programme and Administration Assistant (G5).....	



List of Abbreviations

CoP	Community of Practice
CSO	Civil Society Organization
DD	Development Division
KM	Knowledge Management
OV	Online Volunteering
PCD	Partnerships and Communication Division
PD	Peace Division
QAU	Quality Assurance Unit
R&D	Research and Development
SMT	Senior Management Team
VRS	Volunteer Reporting System
VMC	Volunteer Management Cycle
VPMG	Volunteer Programme Management Group
VSO	Volunteer Sending Organization



I. Situation Analysis

UNV's Volunteer Innovation and Knowledge Section (VKIS) was created as one of the outcomes of the 2009-2010 'Changing Together' process, an organization-wide change process focused on facilitating greater organizational coherence, efficiency, and strategic impact. The section has been designed to foster innovation in UNV's contribution to volunteerism, drawing upon good practices and concrete results achieved in the field, knowledge exchange with partner organizations dedicated to volunteerism, as well as ideas for new approaches to volunteerism emerging from within and beyond UNV.

VKIS was preceded by the Research and Development (R&D) Project, initiated in the year 1998. At that time, UNV recognized a tendency among some partners that perceptions of volunteerism and volunteer action were limited to the mobilization of specialized human resources in a cost-effective manner, while not always sufficiently appreciating that volunteerism brings a unique contribution to peace and development. The demonstrated potential for volunteerism to ignite wider community involvement in peace and development initiatives and tap into the talents and influence of people within the communities was not as prominent in peace and development planning / programming as it could have been. As such UNV's R&D efforts were directed at explicitly demonstrating the positive impact of volunteerism and proactively working to translate these results into direct engagement in peace and development programming across the UN System and in concert with external organizations dedicated to volunteerism. In light of these efforts, UNV secured an expanded mandate in 2001, which reflected an organizational focus on promoting volunteerism, and not simply mobilizing volunteers.

Much of UNV's research and development efforts also resulted in the creation of substantive expertise on volunteerism, as well as meaningful partnerships with external CSO and VSO, that contributed to provide a credible foundation from which UNV can help define normative positions on volunteerism for peace and development, and an equal partner within the UN to help shape peace and development dialogue and programmes. This substantive expertise in UNV's core competency - *volunteerism* - is a key organizational asset, which warrants dedicated investment in developing further.

Building on these legacy investments through sustained field-level activities, engagement with UN System and external partners, and high-level advocacy within the global peace, security, and development arenas, UNV is advancing its organizational investments in volunteerism innovation and knowledge management through a renewed formulation of its Volunteer Knowledge and Innovation Section. In its current context, UNV has achieved stronger positioning within the UN's peace and development agenda, which has resulted from intense advocacy efforts through the IYV+10 Project and State of the World's Volunteerism Report (SWVR), as well as sustained efforts to support key UN General Assembly Resolutions and other Declarations. Through these efforts, and all of the internal consultation that directly shaped a compelling set of UNV positions in these fora, UNV has been given a deepened mandate for promoting volunteerism in specific substantive areas of peace and development (specifically in the areas of post 2015 and sustainable development efforts, and youth). UNV is also highlighted in the UN Secretary General's Five-Year Action Agenda which includes the creation a youth volunteer programme under the umbrella of the UN Volunteer to better harness the potential of young people to participate in peace and development efforts.



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Regarding UNV's current organizational context and its influence on the VKIS project, a recent review of VKIS and QAU (the Quality Assurance Unit) has prompted fresh thinking on the role of innovation and advisory services in fortifying UNV's position and advancing its programme strategy, which have driven a functional redesign of VKIS. This project document is one outcome of this organizational review, and internal resources will be aligned behind this project proposal.

II. Strategy

The strategic vision driving the VKIS project is to align organizational functions and human resources behind key priorities that are most critical for contributing to innovation in volunteerism for peace and development and advancing some of the key areas. At the same time, the strategy driving the work of VKIS is explicitly focused on advancing tangible results which are sustainable within UNV's resource envelope, and progressively contributing to expanding UNV's revenue base and minimizing costs through innovations in internal management and efficiency.

This programme will support the organization to respond to the main objective of the Special Voluntary Fund which is to enable UNV "*further explore, expand and strengthen the role of volunteerism and volunteer contributions to development*"¹. The proposed alignment of functions and resources within VKIS is intended to translate UNV's strategic vision into tangible initiatives, which showcase the unique value of volunteerism and new approaches for integrating volunteerism into peace and development programmes. These approaches can be scaled-up and replicated across diverse implementation contexts and varied partnership arrangements. In this light, the intention is for VKIS to help push UNV beyond approaching its work as 'business as usual,' but instead strives to break new ground at the intersection of volunteerism with peace and development.

Specifically, the functional contribution of the VKIS team has been designed to contribute to:

- **Realize UNV's comparative advantage:** *The ability and knowledge to bring about transformational change through volunteerism, community voluntary action, and civic engagement in active participation with civil society, volunteer involving organizations, UN agencies and Governments.*
- **Ensure UNV fulfils its expanded organizational mandates:** VKIS serves to support other units within UNV in advancing shared organizational commitments or mandated roles for which innovative thinking, substantive expertise, and knowledge-based advisory services are instrumental. These mandate areas include: (I) Serving as a convening organization for civil society and volunteer organizations; (II) Promoting normative positions on volunteerism with the UN and globally; (III) A voice influencing the global development dialogue about post-2015 sustainable development goals; (IV) A substantive leader in integrating of volunteerism into peace and development programming, in which VKIS supports UNV in acting as a catalyst for a holistic, people-centered development approach that empowers communities, especially young people; and (V) As a leader in volunteer

¹ UNV Funding Modalities – Special Voluntary Fund



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management, in which VKIS supports UNV in mobilizing and supporting volunteers serving on peace and development assignments across the globe.

- **Promote UNV core expertise and knowledge on volunteerism:** UNV's substantive expertise in demonstrating peace and development results and impact through volunteerism, and VKIS unique contribution in delivering volunteerism advisory services.

All of these strategic aims have shaped a renewed functional design of VKIS, outlined below:

VKIS Strategic Functional Design

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

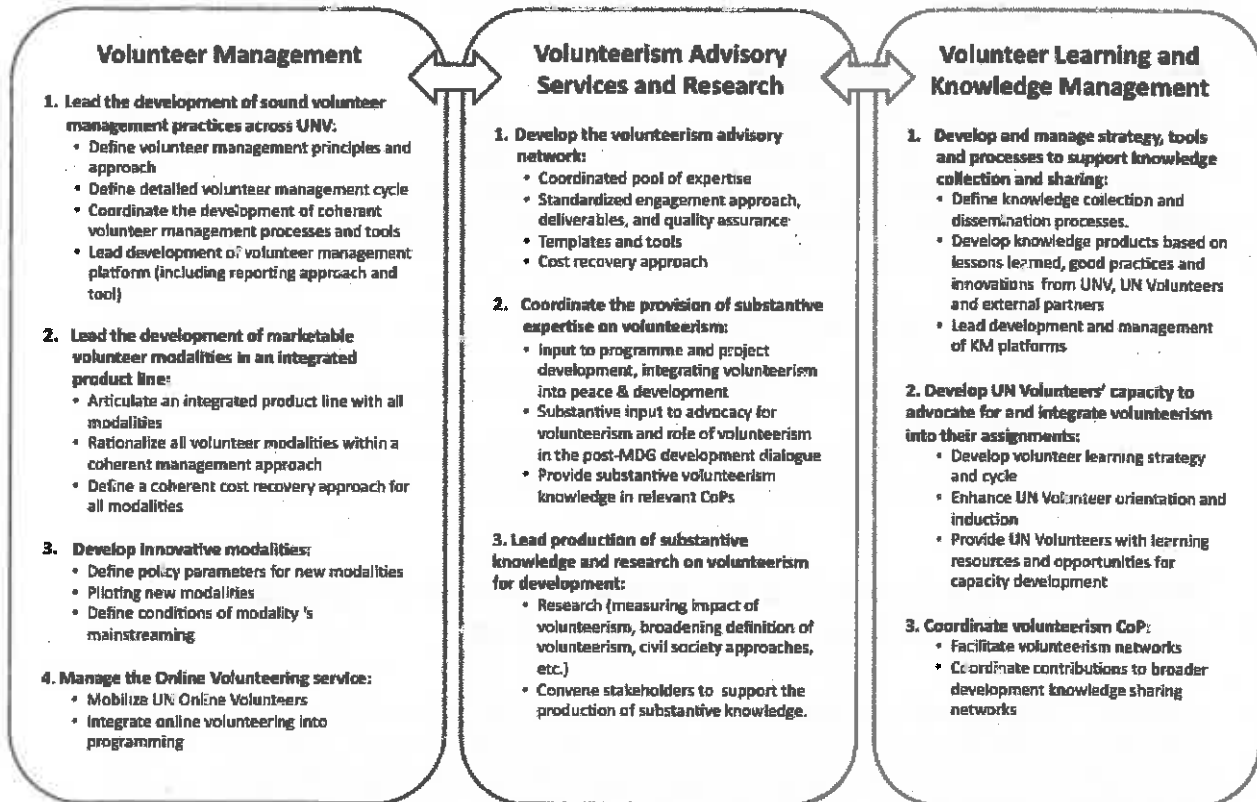
- Leading volunteer management, volunteer modalities, the development of innovative volunteering solutions and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and leading research to enhance understanding and recognition of volunteerism contributions;
- Leading initiatives for volunteer learning and knowledge management.



Volunteer Knowledge and Innovation Section (VKIS)

Practice leadership on volunteerism contribution to peace and development; VKIS builds on internal and external experiences and knowledge to support and contribute to innovation within UNV.

Service lines : 1- Volunteer management and modalities 2- Volunteer policy frameworks 3- National volunteer schemes 4- Integrating volunteerism for peace and development (through relevant alliances building)



Within this overall picture and from a strategic perspective, there are three unique features of the renewed functional design for VKIS:

1. VKIS will adopt a formal advisory service approach in marketing and delivering technical assistance in services for which UNV has a comparative advantage (including volunteer policy frameworks, national volunteer programmes, volunteer management, and integrating volunteerism into peace and development programming.)

VKIS will focus its substantive contributions, research, and partnership engagement on volunteerism for peace and development in the context of the State of the World Volunteerism Report and post 2015 framework; incorporating volunteerism into new development indicators such as well well-being; promoting a global volunteerism research agenda and deepen UNV's organizational credibility in these arenas.

2. VKIS will focus its knowledge management and learning efforts in strengthening its connection with field-level operations and UN Volunteers themselves to better tap into on-the-ground knowledge and experience, address volunteer needs and learning.



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3. VKIS will coordinate the implementation of an integrated, coherent volunteer management approach and streamlined, new volunteer management practices and the efficient provision of volunteer management support. VKIS will promote and reference normative practices in volunteer management across various organizations by sharing knowledge and experiences related to effective volunteer management.

Project Results Framework

The overall objective of the VKIS project is to drive innovative approaches to both promote volunteerism (as an end in itself) as well as integrate volunteerism into peace and development programming (as a means to a greater end) through organizational investments within UNV, primarily by funding human resources in functions focused on delivering the following primary outputs:

1. Integrated and sound volunteer modalities and management practices implemented in UNV;
2. UNV technical support is based on a systematic advisory service approach and substantive research
3. Volunteer learning and knowledge management; contribute to organizational effectiveness and the quality of volunteer experience.

Output 1: Integrated and sound volunteer modalities and management practices implemented in UNV

Volunteer management practices: As a core element of UNV's work is mobilizing volunteers, UNV defined a standard volunteer management cycle², which serves as the primary framework for organizing and managing all internal business processes related to volunteer mobilization. As such, volunteer management is a core competency of UNV and a critical focus of ongoing efforts to improve business practices, tools and resources, and internal systems to best serve the interests of individual volunteers and the organizations receiving volunteers on assignment. VKIS has an important role to play in working with other UNV units to further strengthen its volunteer management, by:

- Directly driving innovative approaches in volunteer management practices along the volunteer management cycle (and across all modalities);
- Coordinating inputs for the development of tools and guidance for all stages in the volunteer management cycle;
- Serving as the primary business owner for the Volunteer Management Cycle (VMC) Project;

These contributions in sound volunteer management will be led by two dedicated positions which will anchor this aspect of the VKIS functional design. This resource will also serve as

² Beginning with outreach and progressing through multiple stages including, selection to induction/orientation, deployment on assignment, support and reporting during assignment, monitoring performance, concluding an assignment, and maintaining continued engagement with former volunteers.



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the representative 'business owner' of the Volunteer Management Cycle, and therefore serve as the primary, technical interface with the VMC Project.

Within the stages of the Volunteer Management Cycle (VMC), realizing significant improvements in volunteer reporting, during and at the conclusion of an assignment, represents a particular issue that the VKIS project aims to correct. While IT system functionality issues are resolved through the VMC Project, the VKIS team will work to redesign the content of the reporting exchange to ensure that the information and feedback gathered from volunteers is far more relevant for UNV's results monitoring and provides targeted feedback on issues related to UNV's organizational effectiveness and strategic focus. The information collected should also where feasible contribute to evidence base on the substantive contribution of volunteering to development and peace (covered in output 2) In that context, VKIS will be responsible for developing volunteer reporting strategy and system, including the Volunteer Reporting System (VRS)

Innovative Volunteer Modalities / Schemes: In addition to serving as the key anchor for the VMC, VKIS will focus on developing innovative volunteer modalities and schemes in collaboration with relevant Divisions and Section (PCD, VPMG), which can be integrated within UNV or UN peace and development programming. In so doing:

- The immediate priority for VKIS and UNV is to rationalize how existing volunteering modalities / schemes (e.g. youth volunteers, Diaspora volunteers, corporate and private sector volunteers, online volunteers, etc.) are managed and integrated into programming. The aim of this effort is to articulate a coherent product line for incorporating numerous volunteer modalities into programmes, which can be easily offered and communicated by all colleagues across UNV. At the same time, it will be important to realize as much standardization in operational management / administration as possible, while preserving the unique features for each of these target groups and respecting the need to design modalities / schemes with specific requirements needed for each to be successful.
- The secondary priority is to develop new and/or improved volunteer modalities / schemes that help to break new ground in how volunteerism can be integrated into programming and thereby keep volunteerism at the forefront of new thinking about development approaches, such as the potential of youth engagement, local community empowerment, etc.

Online Volunteering: In addition to the Volunteer Management Specialist, four dedicated positions supporting UNV's Online Volunteering service will be housed within VKIS' volunteer management pillar. The Online Volunteering service is well rooted in UNV, as it was launched in 2000, and has been operating at a significant scale with sustained success, positive results, and has consistently created a positive impression for UNV among countless donors and partners. As such, Online Volunteering is a tested volunteer modality, which will be resourced and managed through the VKIS project in a manner that ensures its continued success and the mobilization of UN Online Volunteers through integrated volunteer management practices, tools and system. Online volunteering functions will also nurture other VKIS functions by producing research and knowledge products on online volunteering, and delivering related advisory services and activating online volunteering communities. At the same time, Online Volunteering functions will define the conditions for further mainstreaming this modality and strengthening its integration within programming, in coordination with VPMG. Such approach may serve as a model for future mainstreaming of innovative volunteer modalities piloted by VKIS. The Online Volunteering service is



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funded by AusAID and AECID until end of 2013. The Programme Specialist, Online Volunteering, will work in collaboration with the Partnership Section to mobilize resources for 2014 and beyond.

Output 2: UNV technical support is based on a systematic advisory service approach and substantive research.

VKIS will consolidate internal and external resource people under a functional cluster focused on research and advisory services on volunteerism. To drive this functional cluster, VKIS will adopt a formalized Advisory Service Model to provide guidance and expertise on volunteerism for peace and development and the integration of volunteerism into peace and development programming to entities that seek this knowledge – primarily national Governments, volunteering organizations, civil society organizations, and other UN Agencies with whom UNV partners. UNV will focus its advisory services exclusively on volunteerism for peace and development, underpinning its services by additional investments in research, as UNV's knowledge base, in-house expertise, and external network (including globally recognized organizations and research institutions in volunteerism and development) in this unique aspect of individual and community engagement represents UNV's comparative advantage. The Advisory Service Model is designed to match the supply of volunteerism expertise to the demand for assistance in establishing and managing volunteer schemes, as well as integrating volunteerism into various development approaches, which has been an active component of UNV's support historically, but which has not been as formalized, or systematically promoted, until the current operating context.

VKIS is upgrading its previous approach to providing advisory services, from sharing knowledge and resources to a broader network and more systematic approach, which actively promotes and markets the sharing of knowledge, expertise, resources, and technical assistance as a formalized service. In practice, this requires: The dedicated participation of advisors working in a network (either as “core members,” which are VKIS staff members fully dedicated to delivering advisory services, or “network members,” which are colleagues within other UNV units or field locations, or even within partner organizations, who dedicate a portion of their time as advisors); A standard approach for managing incoming requests and delivering support, which will be treated as time-bound engagements, with agreed-upon deliverables and outcomes; as much as possible with fees for services, given the recognized value of the advisory service and cost of further development and coordination. Working through a team / network approach capitalizes on the specialized knowledge and skills that can be tapped depending on the specific requirements of a client requesting assistance, while at the same time, compelling and incentivizing individuals to work together across traditional organizational boundaries, which is hoped to drive a cross-fertilization of ideas and approaches.

To expand on each of the elements of the Advisory Service Model which have been highlighted, the following sections provide specific features of the working approach and outline how the VKIS project will be used to mobilize sufficient investments to make the Volunteerism Advisor Network a valuable addition to UNV's overall contributions.

Defining features of the Volunteerism Advisory Service Model: The Volunteerism Advisory Network will work as a coordinated pool of experienced advisors, which deploys



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colleagues to work as a team during a time-bound engagement or project for specific clients. It could also entail a team mobilized jointly by UNV with a partner organization. This model entails a defined set of services, expertise, an internal management / coordination approach, and knowledge resources which are valued by clients.

- Clear articulation of services – Volunteerism Advisors will deliver support along four service lines, which reflect areas in which client demand for assistance is demonstrable and robust, and for which UNV (across its multiple units and its network) can readily mobilize a supply of expertise and knowledge resources. At this intersection of demand and supply, VKIS is able to “package” and market UNV’s advisory support.

**Volunteerism Advisory Network:
Service Lines**

- 1. Volunteer Management and Volunteer Modalities**
 - ✓ Establishing a standardized approach and tools for managing volunteer engagements from beginning to end
- 2. Volunteer Policy Frameworks**
 - ✓ Technical assistance to review and co-develop policies guiding volunteerism and volunteer management in national legislation, youth policies, civil society frameworks, etc.
- 3. National Volunteer Programmes**
 - ✓ Establishing nationally-owned and managed volunteering programmes to contribute to national development agenda
- 4. Integrating volunteerism for peace and development**
 - ✓ Technical advice on capitalizing on the contribution of volunteers in peace and development initiatives
 - ✓ Technical advice on designing peace and development programmes / projects to most effectively utilize varied volunteer modalities / schemes

- Network of advisors with substantive expertise in volunteerism –The network is named the “Volunteerism Advisor Network” and not a VKIS Advisor network, as the advisors belonging to the network will be constituted by a few “core advisors,” which are VKIS staff members, as well as “network advisors” who may be UNV colleagues working in other HQ units, working in field units, or they could be experts that are former UN Volunteers, or colleagues from other UN Agencies, development organizations, and volunteerism organizations. Even more broadly, partner organizations / institutions could participate in the Volunteerism Advisor network to support collaborative initiatives beyond individually sourced client engagements. This model is favored over the potential approach of staffing an exclusive and permanent pool of full-time VKIS advisors in order to mobilize expertise in volunteerism from all parts of UNV internally, and across UNV’s network, in a more flexible and cost-effective manner, which also promotes broader



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opportunities for collaboration and providing joint-support. Further, UNV is uniquely positioned as the 'convener' of all organizations with a vested interest and mission to promote volunteerism, and this role enables UNV to meaningfully involve resource people across this community to best serve other organizations and governments who are interested in learning from the most experienced players in volunteerism.

- **Standard engagement approach for delivering services to clients** – A standard engagement approach will be managed as a consistent process for managing incoming requests for support along the four service lines, formalizing the service through a standardized template / contract, assembling and deploying engagement teams, structuring the actual delivery of support (either through a mission, off-site / virtual support, etc.) and the closing of the engagement, with cost recovery transactions, if relevant. The engagement management function is the responsibility of the VKIS Chief, who will act as the Coordinator of the Volunteerism Advisor Network. The Volunteerism Advisor Network will be aided by having a consistent approach to managing all engagements, as this allows the support to be tailored to each specific request, while still being sufficiently standardized to be replicated in other contexts, along a much bigger scale. The standardized engagement approach also allows VKIS to report on engagements (i.e. logging requests, the actual delivery of services, engagement team members and skills profiles, client feedback, costs recovered, etc.) which facilitates continuous improvement and quality assurance while at the same time, providing a professionalized foundation from which VKIS will work to coordinate advisory services.
- **Knowledge base and resources** – Each service line is accompanied by a set of knowledge resources, which augment the expertise of the advisors themselves, such as case studies, analytical work in areas such as legislative / policy reviews, examples of policy frameworks that have been adopted in various countries, presentations of good practices and key conceptual ideas / models, etc. Much of this knowledge base already exists but needs to be packaged in a 'toolkit' of sorts, or organized knowledge base, as in many cases, these resources are scattered across the hard drives of various individuals. These knowledge products represent much of the core value UNV is positioned to share externally. As such, UNV's knowledge management practice (co-located within VKIS) will directly support the identification, packaging, polishing, and dissemination of relevant knowledge products, and is instrumental in gathering new and emerging knowledge, which can be internalized within the Volunteerism Advisor Network, primarily from field-level activities and the activities of other volunteerism organizations. Therefore, the role of Knowledge Management in supporting the development and packaging of knowledge products and research is directly instrumental in building a worthwhile Volunteerism Advisory Service. A key aspect of the knowledge base underpinning each service line is that packing the relevant knowledge for each service ensures that engagements will be consistent and the advisory services will correspond with set quality standards – in other words, advisors working with clients will be equipped with extensive knowledge and resources to draw upon, and not left to their own best efforts to re-invent an approach for providing guidance, which could easily become inconsistent, incomplete, contradictory, etc. At the same time, underpinning the delivery of advisory support with intensive knowledge management practices helps to ensure that UNV leverages insights and expertise from external organizations as well, offering more rich technical advice beyond a stock set of guidance from within UNV only.



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Required investments in the Volunteerism Advisor Network: The Volunteerism Advisor Network will require several months of dedicated investment in further developing its engagement management approach and knowledge base before actually delivering technical assistance along the four service lines as envisioned above. However, VKIS and UNV will continue to respond to incoming requests as the Advisor Network is being enriched to use current requests as opportunities (e.g. request from Bangladesh or Brazil) to pilot its engagement management approach and knowledge resources and construct the advisory service based on actual practices and client needs. The following additional investments will require funding and technical work, for which the VKIS project will provide the necessary resources:

- **Identifying Volunteerism Advisors** – Network advisors will be identified and formalized as network members under the leadership of the VKIS Chief and key VKIS volunteerism advisors already in place as UNV staff members, who constitute “core” advisors within VKIS – The Volunteerism Policy Advisor (P4) and Volunteerism Policy Specialist with a focus on Civil Society (P3). Additional advisors will be selected based upon relevant expertise (e.g. knowledge of establishing national volunteer programmes, experience mobilizing civil society organizations, knowledge of youth / volunteer policy frameworks, etc.) as well as skills required in providing advisory support (e.g. facilitation skills, diplomatic communication, client-orientation, analytical skills, presentation skills, etc.) VKIS will formalize a small number of core and network advisors through each wave of team building as the team will be built over time, but a small to medium sized network is envisioned, to ensure high quality internal coordination and appropriate resourcing to respond to current and projected demand for support.
- **Training and teambuilding for all advisors** – All Volunteerism Advisors will participate in an orientation and training event, which will serve as a key teambuilding and learning opportunity for the advisors. The training will be led by VKIS HQ staff, especially the VKIS Chief, who will manage logistics and deliver the training, including the introduction of the engagement approach, knowledge base / toolkit, and facilitate simulated learning opportunities for new advisors. The advisor training is envisioned to be an annual event once the network is operational. Further, “core volunteerism advisors,” who are select VKIS staff members, will help facilitate the training and orientation for network advisors and provide trainings on technical topics across the Volunteerism Advisor Network service lines, as needed.
- **Cost recovery approach** – UNV will provide volunteerism advisory services, which are actively marketed and promoted as worthy of commensurate fees, although UNV will likely adopt a nuanced approach to cost recovery and introduce any fees in a staged manner. The VKIS Chief and UNV Senior Management team will set the parameters of any cost recovery arrangements that will be applied to client engagements. It is envisioned that only select clients will pay for services, and cost recovery arrangements will be modest (e.g. funding travel costs for missions only, or providing a modest daily fee, which is below industry standards in the consulting industry, etc.).

Research and substantive expertise in volunteerism: The success of the Volunteerism Advisory Service Delivery approach directly depends upon the quality and depth of UNV's substantive expertise on volunteerism and how volunteerism amplifies the global peace and development agenda. As such, the VKIS project will direct technical resources to research activities specifically focused on measuring the impact and adding value of volunteerism,



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framing and broadening definitions of volunteerism, community mobilization and civil society approaches to volunteerism, etc. Through field research and participation in volunteerism conferences and collaborative research and development initiatives, VKIS will enhance specialized knowledge on innovative approaches in volunteerism, which will feed into its advisory services as well as strengthen UNV's strategic position in helping to shape the post-2015 development dialogue and contribute to emerging issues in peace and development. Furthermore, additional VKIS investments in research activities will be conducted in partnership with external organizations, academic / research institutions, and civil society organizations vested in volunteerism, which will broaden and deepen UNV's and the global knowledge base on volunteerism including across multiple thematic areas. Specific attention will be given to explore possibilities of working with Academia from the South and build capacity to further carry research at the national level. Research activities will also feed into the development of additional knowledge products, tools, resources, guidance material, etc. that will be increasingly incorporated into a package of materials, which can be tailored to unique client needs and shared accordingly. It will also serve to collaborate with and mobilize external partners to participate in joint research based advocacy and programming initiatives and / or joint delivery of advisory services through the Volunteerism Advisor Network.

UNV's Programme Development Facility (PRODEFA) has been a valuable resource for initial funding for innovative initiatives and technical work required for project identification, design, and formulation. PRODEFA will be transformed into a funding facility for advisory services. Managed by VKIS, this funding facility aims to further support programme development. The guidelines will be reviewed accordingly and submitted to the Project Board for endorsement.

Output 3: Volunteer learning and knowledge management; contribute to organizational effectiveness and the quality of volunteer experience.

Effective Knowledge Management (KM) and learning are the critical underpinnings for all intended outputs in the VKIS Project, as the Volunteerism Advisory Service and sound volunteer management practices directly relies on substantive expertise and the capacity to access, learn use and share, knowledge. In all aspects, knowledge generated across UNV and its broad network must be collected, organized, packaged, disseminated, and applied to directly benefit the internal and external clients of VKIS.

UNV is engaged with more than 18 000 volunteers annually UNV (online and on site) and does not have a systematic approach to outreach to those volunteers and engage with them on their experience. Many of them have very relevant expertise and knowledge which can greatly contribute to organizational learning. As mentioned in the 2008 KM review, provided with the tools and opportunities, many UN Volunteers can engage and support each other globally and tap on their collective knowledge to better promote and mainstream volunteerism for development.

UNV's overall approach to KM and learning will be focus towards supporting our volunteers and partners to have access to the relevant knowledge and to create the space for them to connect and share. The team will have a defined set of roles in advancing KM and learning,



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including: 1) Strengthening volunteers' ability to understand and implement UNV's comparative advantage 2) Supporting collection of knowledge to reinforce the content basis of the Volunteerism Advisor Network and UNV programming efforts; 2) Facilitating the process to transform individual knowledge into corporate knowledge, while making this knowledge accessible; 3) Connect people through the network and CoP and stimulate knowledge sharing; and 4) Leading the provision of well-functioning knowledge platforms that serve the needs of UNV and external partners.

In delivering on these expectations, the VKIS Project will need to direct investments into the following areas:

Supporting Volunteer learning:

UNV recognizes that internal capacity development and learning events are effective mechanisms for strengthening volunteers' ability to understand and implement UNV's comparative advantage. The need to support capacity development and learning is also clearly mentioned in the UNV Programme Strategy (2011- 2013) which outlines that knowledge sharing and learning are crucial aspects of the Strategy's implementation. VKIS will invest in the capacity of UN Volunteers to maximize their contributions to peace and development while supporting their further professional development, knowledge, and skills by accessing learning resources and opportunities while on assignment. Most critically, UN Volunteers will be supported in their efforts to advocate for the integration of volunteerism into their assignments and promote the value of volunteerism across the UN Country Team, local communities, and individuals with whom the UN Volunteer works. The aim is to create a multiplier effect, using one expression of volunteerism to inspire others to make a unique contribution, as well. To contribute to this vision, VKIS will invest in further improvement of induction and learning opportunities for the UN Volunteers to ensure that they are all well prepared and supported in fostering their role as UN Volunteers.

Collecting relevant knowledge

- **KM processes** – A priority area for investment will be to define, in detail, the processes by which knowledge will be collected, vetted, and shared, and include processes in UNV's prescriptive content. Making knowledge sharing processes explicit will encourage and enable colleagues to contribute and access knowledge products. In so doing, VKIS will play an instrumental role in tapping into the knowledge and resources located at the field-level, across all UN Volunteers, which are considered by most, to be UNV's greatest asset.
- **Knowledge products** – While VKIS will not serve as the sole generator of knowledge, nor "own" UNV's knowledge, the team has an important role in developing specific knowledge products – Those that are focused on documenting good practices and innovative approaches. These knowledge products will directly feed into the content base (or possible toolkit) underpinning the Volunteerism Advisor Network and UNV's programming / joint-programming initiatives.
- **Knowledge platforms** – Improvements will be realized in the functionality and content housed in the UNV Portal through VKIS role in supporting its overall governance. In so doing, VKIS aims to expand the use of the UNV Portal to a KM tool and not just an internal document management tool, which will elevate the use of prescriptive content (especially focused on UNV business processes) to improve organizational effectiveness. Further, VKIS will explore the possibility of expanding



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access to Teamworks across UNV field units, UN Volunteers, and potentially to external partners, pending organizational approval.

Connecting people and stimulating knowledge sharing. The idea of cross-sharing knowledge on volunteerism and fostering knowledge networks to improve programming is rooted in many key organizational documents including the UNV Programme Strategy which states that "programme initiatives, to the extent possible, build on the collective knowledge of UNV and facilitate continuous capacity building and strengthening of practices and skills." The benefits of knowledge sharing have also been recognized by UNV's external partners involved in the IYV+10 consultation process, a key constituency that has voiced the need for "documenting best practices especially on the meaningful involvement of local communities in the development agenda, improving networking and collaboration among volunteering organizations, and the development of ways to improve the measurement and impact of volunteering."

VKIS will play an active role in leading vibrant CoPs through its KM resources with additional emphasis on expanding the networking function within the KM team to broaden networking approaches, and helping to connect UNV Volunteers and relevant partners. Networking, in this broader sense, entails outreach and dialogue between partners (via current networks such as the IYV+10 among others), UN Volunteers, and substantive focal points for the advisory network who will be moderating CoPs discussions.

The CoPs will focus on involving and engaging relevant UNV staff and volunteers and partners systematically exchanging their knowledge; The CoP will be a mechanism to outreach to our volunteers, enriching the knowledge base on key focus areas (i.e. priority themes at the intersection of volunteerism with peace and development, such as youth, disaster risk reduction, etc.), and feeds the delivery of advisory services on volunteerism to interested clients.

Key activities in supporting the role of Communities of Practice in advancing these objectives include, providing efficient tools and channels for knowledge and information sharing; improving personal networking and communication; creating a dynamic repository for knowledge retention and a CoPs newsletters to inform members. CoP knowledge fair could also be organized.

Intended Beneficiaries

The direct beneficiaries of the VKIS Project will primarily be:

1. Peace and Development Divisions (PD/DD), VRRS and QAU within UNV (including field units), which drive and manage UNV's programmes and UNV's contributions to integrated UN peace and development programming through partner UN Agencies. By focusing on the support needs of PD and DD, VKIS helps to ensure that UNV itself can successfully integrate innovative approaches to volunteerism and volunteer management within its own programmes and activities as well as replicate and scale-up effective models for integrating volunteerism.
2. UN Volunteers and online volunteers, who require relevant opportunities and the capacity development support through learning and participation in knowledge sharing to most effectively, contribute their skills and insights into UNV activities and collaborative programmes.



Inspiration in action

3. VKIS actively collaborates with PCD to link outreach and partnership building efforts with emerging approaches across volunteering organizations as well as to strengthen UNV's strategic organizational positioning by referencing the substantive expertise and innovative practices in volunteerism and volunteer management advanced by VKIS on behalf of UNV.
4. UNV, as an organization, which directly benefits from the resources and networking potential delivered through the Knowledge Management Platforms and engagement with a rich Community of Practice on Volunteerism.

By serving its "internal clients" in this manner, VKIS is better positioned to serve its external beneficiaries in coordination with relevant units, sections and divisions in UNV, which include:

1. External clients seeking UNV expertise and technical assistance in volunteerism and volunteer management. These clients, (which may include national governments, national volunteering organizations, UN agencies, etc.) will be served through the four service lines of the Volunteerism Advisor Network and the Online Volunteering service.
2. CSOs and VSOs seeking direct engagement with the broader, international forum on volunteerism, peace and development that are served by UNV's role as a convening organization. Additionally, these organizations benefit from the exchange of knowledge and good practices in volunteerism and volunteer management, as members of the volunteerism Community of Practice.

Risks and Mitigation Strategies*(see next page)*



Risks and Mitigation Strategies

Project Title: **Volunteer Knowledge and Innovation Section** Award ID: _____ Date: **October 2012**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Last Update	Status
1	Client satisfaction with the Advisory model	October 2012	Organizational and Reputational	Can impact the reputation of the organization and result in a decrease in demand. P = 2 I = 4	VKIS will have to undertake a systematic market analysis to specify the demand and ensure services developed and provided respond to evolving demand.	VKIS Chief		
2	Expectations from other Business Units	October 2012	Organizational and reputational	Too many and conflicting priorities can affect the capacity of VKIS to deliver quality results and affect staff motivation. P = 4 I = 4	VKIS will have to manage expectations from other Business units and prioritize its deliverables according to its capacities.	VKIS Chief		
3	The prospects for recovering costs for services may be quite low for most clients requesting support	October 2012	Financial	The advisory model is not providing a large scale of income generation. P = 4 I = 3	VKIS does not consider cost recovery to be the driving interest of its advisory services. However, proper analysis needs to be carried out to prospect of a fee-based service model.	VKIS Chief		
4	Decrease in donor funding	October 2012	Financial	If donor contributions decline, there is a risk of not having enough resources to maintain VKIS functions. P = 3 I = 5	Ensure knowledge and initiatives generated by VKIS are known by partners and used to help mobilizing resources. Integrate costs recovery for VKIS services into UNV's corporate cost recovery strategy.	VKIS Chief		



III Results and Resources Framework

Intended Outcome as stated in the Corporate Plan:

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

Outcome indicators as stated in the Corporate Programme Results and Resources Framework, including baseline and targets:

Applicable Key Result Area (from 2011-13 Strategic Plan):

Partnership Strategy: VIKIS will be a support unit within UNV. It will also work in close collaboration with civil society partners

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS*
<p>Output 1</p> <p>Integrated and sound volunteer modalities and management practices implemented in UNV</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Modalities are developed and managed by different business units • Volunteer Management practices not systematically integrated in an articulated volunteer 	<p>Targets (year 1) 2013</p> <ul style="list-style-type: none"> • VMC Project approved and initiated • Process and tools streamlined for all modalities <p>Targets (year 2) 2014:</p> <ul style="list-style-type: none"> • Volunteer modalities presented in an integrated product line package. • Integrated cost recovery approach for all volunteer modalities 	<p>1.1 Lead the development of sound volunteer management practices</p> <ul style="list-style-type: none"> • Define volunteer management principles and approach • Define detailed volunteer management cycle • Coordinate the development of coherent volunteer management processes and tools. • Lead development of volunteer management platform (including reporting approach and tool) <p>1.2. Lead the definition of an integrated product line of marketable volunteer</p>	<p>VKIS – Volunteer Management Team</p>	<p>2013</p> <p>Staffing Costs**</p> <ul style="list-style-type: none"> • Volunteer Management Specialist \$ 215,250 • Volunteer Management Associate \$ 115,500 <p>Consultancy: \$ 50 000</p> <p>Travel: \$ 10 000</p> <p>VMC project: (resources to be evaluated based on VMC project)</p> <p>2014</p> <p>Staffing Costs</p> <ul style="list-style-type: none"> • Volunteer Management Specialist \$ 226,013 • Volunteer Management Associate \$ 120,275 <p>Volunteer tools (consultants): \$ 30 000</p> <p>Communication services, Promotion and Publications: \$ 20 000</p> <p>Travel: \$ 10 000</p>



<p>management cycle.</p> <ul style="list-style-type: none"> • Volunteer management mainly focused on administration of volunteers <p>Indicators:</p> <ul style="list-style-type: none"> • Volunteer Management approach focused on relationship management • Volunteer Management Platform is operational and has streamlined volunteer management processes • UNV has a clear volunteer modalities offer • UNV has piloted one innovative volunteering approach 	<ul style="list-style-type: none"> • VMC project coordinated Targets (year 3) 2015: • Parameters for new innovative modalities approved. • VMC project coordinated 	<p>modalities</p> <ul style="list-style-type: none"> • Articulate an integrated product line with all modalities • Rationalize all volunteer modalities within a coherent management approach • Define a coherent cost recovery approach for all modalities <p>1.3 Develop innovative volunteer modalities / schemes</p> <ul style="list-style-type: none"> • Define policy parameters for new modalities • Pilot new modalities • Define mainstreaming conditions for new modalities 	<p>2015</p> <p>Staffing Costs</p> <ul style="list-style-type: none"> • Volunteer Management Specialist \$ 237,830 • Volunteer Management Associate \$ 127,339 <p>Travel: \$ 10 000</p>
<p>Targets for 2013</p> <ul style="list-style-type: none"> • Increased number and diversity of UN Online Volunteers mobilized • Increase of opportunities generated by projects and collaboration with UN partners • Inclusion of online volunteering in publications on development • Conditions for mainstreaming defined and approved 	<p>1.4 Manage the Online Volunteering service</p> <ul style="list-style-type: none"> • Promote online volunteering • Mobilize UN Online Volunteers • Integrate online volunteering into programming 	<p>VKIS OV Team</p>	<p>2013</p> <p>Staff costs</p> <ul style="list-style-type: none"> • OV Programme Specialist \$ 178,500 • OV Programme Associate (2) \$ 231,000 • OV Programme Assistant \$ 99,759 <p>System enhancement: \$ 70 000</p> <p>Communications services, Promotion and Publications \$ 30 000</p> <p>Travel: \$10 000</p> <p>2014</p> <p>Staffing Costs</p> <ul style="list-style-type: none"> • OV Programme Specialist \$187,425 • OV Programme Associate (2) \$ 242,550 • OV Programme Assistant \$ 104,738 <p>System enhancement: \$ 70 000</p> <p>Communications services, Promotion and Publications \$ 30 000</p>



<p>Output 2 UNV technical support is based on a systematic advisory service approach and substantive research.</p> <p>Baseline:</p> <ul style="list-style-type: none"> Advisory services are provided in a non-systematic manner. Lack of evidence to demonstrate volunteerism impact. <p>Indicators:</p> <ul style="list-style-type: none"> UNV has an advisory service offer clearly articulated. Number of engagements in each service line. Diversity of advisors 	<p>Targets (year 1) 2013:</p> <ul style="list-style-type: none"> Advisory service line defined Advisory Network design and workflow, approved by VPMG. Pool of expertise developed Research developed in collaboration with partners 2 Advisory engagements formally coordinated through VKIS <p>Targets (year 2) 2014:</p> <ul style="list-style-type: none"> 8 Advisory engagements formally coordinated through VKIS Pool of expertise maintained and expanded Additional substantive research and knowledge products incorporated into all Advisory Network service lines 	<p>2.1 Develop the volunteerism advisory network</p> <ul style="list-style-type: none"> Define advisory service lines. Design and implement internal work plan to manage the Volunteerism Advisory Service set-up activities, incl. establishing the pool of substantive advisors, defining a standard engagement approach, cost recovery parameters, etc. PRODEFA fund integrated and managed as part of the advisory network Strengthen network of partners <p>2.2 Coordinate the provision of substantive expertise and advisory services on volunteerism</p> <ul style="list-style-type: none"> Support project and programme development Provide substantive inputs to global advocacy initiatives and strengthen the recognition of the role of volunteerism in the post MDGs dialogue. 	<p><i>Advisory network under the leadership of VKIS</i></p>	<p>Travel: \$15 000</p> <p>2015: Staffing Costs</p> <ul style="list-style-type: none"> OV Programme Specialist \$ 187,425 OV Programme Associate (2) \$ 255,986 OV Programme Assistant \$ 109,974 <p>System enhancement: \$ 70 000</p> <p>Communication services, Promotion and Publications: \$ 30 000</p> <p>Travel: \$15 000</p> <p>2013</p> <p>Staffing Costs</p> <ul style="list-style-type: none"> VKIS Chief \$ 252,000 Volunteerism Policy Advisor \$ 252,000 Volunteerism Policy Advisor – CS \$178,500 VKIS Administrative Assistant \$ 99,750 <p>Travel costs \$ 60 000</p> <p>Advisory training workshop \$ 40 000</p> <p>Research: \$ 50 000</p> <p>Communication services, Promotion and Publications \$ 30 000</p> <p>Advisory Support Facility: \$ 120 000</p> <p>2014</p> <p>Staffing Costs</p> <ul style="list-style-type: none"> VKIS Chief \$264,600 Volunteerism Policy Advisor \$ 264,600 Volunteerism Policy Advisor – CS \$ 187,425 VKIS Administrative Assistant \$ 99,750 <p>Travel costs \$ 50 000</p> <p>Research: \$ 50 000</p> <p>Communication services, Promotion and Publications \$ 30 000</p> <p>Advisory Support Facility: \$ 120 000</p> <p>2015: Staffing Costs</p> <ul style="list-style-type: none"> VKIS Chief \$277,830
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<p>(technical knowledge and position) in engagement teams</p> <ul style="list-style-type: none"> Number of research supported. UNV and partners have the substantive knowledge to demonstrate and measure the impact of volunteerism in development. 	<ul style="list-style-type: none"> X development publications / events/programme development referring to impact of volunteerism based on inputs provided by VKIS advisory network <p>Targets (year 3) 2015:</p> <ul style="list-style-type: none"> 12 Advisory engagements formally coordinated through VKIS Pool of expertise maintained and expanded Additional substantive research and knowledge products incorporated into all Advisory Network service lines Number of development publications / events/programme development referring to impact of volunteerism based on inputs provided by VKIS advisory network 	<ul style="list-style-type: none"> Provide substantive volunteerism knowledge in relevant CoP. <p>2.3 Lead production of substantive knowledge and research on volunteerism for development</p> <ul style="list-style-type: none"> Develop the knowledge base underpinning the Volunteerism Advisory Service based on research. Build alliances with relevant partners to support and consolidate research (measuring impact, broadening definition, civil society approaches) 	<ul style="list-style-type: none"> Volunteerism Policy Advisor - \$ 277,830 Volunteerism Policy Advisor - CS \$ 196,796 VKIS Administrative Assistant - \$109,974 <p>Travel costs \$ 40 000 Advisory training workshop \$ 40 000 Research: \$ 50 000 Communication services, Promotion and Publications \$ 30 000 Advisory Support Facility: \$ 120 000</p>
<p>Output 3</p> <p>Volunteer learning and knowledge management; contribute to organizational effectiveness and the quality</p>	<p>Targets (year 1) 2013:</p> <ul style="list-style-type: none"> UNV Portal access to UN Volunteers defined, approved and piloted. Volunteer learning strategy and plan approved. 	<p>3.1 Develop and manage strategy, tools, and processes to support knowledge collection and sharing</p> <ul style="list-style-type: none"> Define knowledge collection and dissemination processes. Lead development and management of 	<p>2013:</p> <p>Staffing Costs</p> <ul style="list-style-type: none"> KM Specialist \$ 215,250 KM Associate Core funding <p>Development knowledge products: \$ 30 000 Portal training for volunteers: \$ 30 000 Communication services, Promotion and Publications \$ 20 000 Travel: \$ 20 000</p> <p>KM/Learning Team and VKIS Advisors</p>



<p>of volunteer experience.</p> <p>Baseline</p> <ul style="list-style-type: none"> • Lack of systematic collection of knowledge. • Lack of opportunities for knowledge sharing. • Lack of standardized orientation and learning opportunities to enhance the role of UN Volunteers <p>Indicators:</p> <ul style="list-style-type: none"> • Platform enhanced to support knowledge sharing. • Usage of knowledge system and tools by staff and UN Volunteers increased. • Number of moderated e-discussions on networks • Number of active participants and subscribers to CoP network(s) • All UN volunteer receive standard and tailored learning package. • Volunteerism Network engagements both provide and benefit from knowledge content on KM platforms and CoPs 	<ul style="list-style-type: none"> • Field unit Induction Cycle approved. • Release of resource toolkit for the advisory network. • Concept for CoP and Integrated approach to networking approved by VPMG; <p>Targets (year 2) 2014:</p> <ul style="list-style-type: none"> • UNV Portal access expanded to all UN Volunteers • Release of standardized orientation / induction package for all UN Volunteers • Volunteerism Communities of Practice convened for knowledge exchange (Knowledge Fair) <p>Targets (year 3) 2015:</p> <ul style="list-style-type: none"> • Systems and tools maintained and enhanced • Volunteer learning package assessed • Volunteerism Communities of Practice maintained and enhanced. 	<p>KM systems and tools.</p> <ul style="list-style-type: none"> • Develop knowledge products in forms of guidance notes, toolkit based on lessons learned, innovation from UNV, UN Volunteers and external partners. 	<p>2014 Staffing Costs</p> <ul style="list-style-type: none"> • KM Specialist \$ 226,013 • KM Associate Core funding <p>Development knowledge products: \$ 30 000 Communication services, Promotion and Publications \$ 20 000 Travel \$ 20 000</p> <p>2015: Staffing Costs</p> <ul style="list-style-type: none"> • KM Specialist \$ 237,313 • KM Associate Core funding <p>Development knowledge products: \$ 30 000 Communication services, Promotion and Publications \$ 20 000 Travel: \$ 20 000</p>	<p>2013 Staff costs:</p> <ul style="list-style-type: none"> • Volunteer Learning Specialist \$ 178,500 <p>Learning activities based on strategy \$100 000 Capacity Development Facility \$200 000 Field Unit Induction workshop \$290 000</p> <p>2014 Staff costs:</p> <ul style="list-style-type: none"> • Volunteer Learning Specialist \$ 187,425 <p>Volunteer Learning plan: (resources from the learning fund to be programmed based on the results on the learning strategy) Capacity Development Facility \$200 000 Field Unit Induction workshop \$300 000</p> <p>2015 Staff costs:</p> <ul style="list-style-type: none"> • Volunteer Learning Specialist \$ 196,796 <p>Learning activities based on strategy \$200 000 Capacity Development Facility \$300 000 Field Unit Induction workshop \$300 000</p>
		<p>KM/Learning and Volunteer Management Team</p>		
<p>3.2 Develop UN Volunteers' capacity to advocate for and integrate volunteerism into their assignments</p> <ul style="list-style-type: none"> • Develop the UN Volunteer Learning Strategy and cycle • Develop a standardized volunteer learning package for UN Volunteers: <ul style="list-style-type: none"> a) Orientation and induction for UN Volunteers b) Implement Capacity Development Facility c) Other volunteer learning opportunities • Develop and implement a field unit induction cycle including the field unit induction workshop. 				



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	<p>3.3 Coordinate the Volunteerism Community of Practice</p> <p>Define CoP strategy and approach Define CoP contributors (UNV staff, FU, current & former UNVs, ...) Map the resources available (knowledge mapping in house, mapping on the network)</p> <p>Facilitate network and stimulate participation and engagement.</p> <p>Coordinate the provision of substantive inputs to relevant development CoP</p>	<p>2013 <i>Staff costs</i> <i>KM Analyst: \$ 157,500</i></p> <p>2014 <i>KM Analyst: \$ 165,375</i> <i>Community knowledge fair: \$ 50 000</i></p> <p>2015 <i>KM Analyst: \$175,644</i></p>
	<p><i>KM/Learning Team and VKIS Advisors</i></p>	<p>\$9,519,237.50</p>
	<p><i>Sub total</i></p>	<p>\$ 180 000</p>
	<p><i>Office space, ICT and ISS charges</i></p>	<p>\$ 9,699,237.5</p>
	<p><i>Total budget 2013-2015</i></p>	<p>\$ 9,699,237.5</p>

* These are cost estimates which should be validated on an annual basis after presentation of an annual work plan to the project board.



VKIS Budget Overview 2013-2015

Component	Source of funding	2013			2014			2015		
		Staffing	Activity	Total	Staffing	Activity	Total	Staffing	Activity	Total
Volunteer Management*	SVF	\$330,750.00	\$60,000.00	\$390,750.00	\$347,287.50	\$60,000.00	\$407,287.50	\$364,651.88	\$60,000.00	\$424,651.88
	Cost Sharing (OV)**	\$330,750.00	\$110,000.00	\$440,750.00	\$347,287.50	\$115,000.00	\$462,287.50	\$364,651.88	\$115,000.00	\$479,651.88
			Sub-total	\$831,500.00	Sub-total	\$869,575.00	Sub-total	Sub-total	\$904,303.75	
Advisory Service and Research	SVF	\$782,250.00	\$300,000.00	\$1,082,250.00	\$821,362.50	\$250,000.00	\$1,071,362.50	\$862,430.63	\$280,000.00	\$1,142,430.63
			Sub-total	\$1,082,250.00	Sub-total	\$1,071,362.50	Sub-total	Sub-total	\$1,142,430.63	
Learning and KM	SVF	\$372,750.00	\$310,000.00	\$682,750.00	\$391,387.50	\$320,000.00	\$711,387.50	\$410,956.88	\$320,000.00	\$730,956.88
	Learning budget***	\$178,500.00	\$330,000.00	\$508,500.00	\$187,425.00	\$300,000.00	\$487,425.00	\$196,796.25	\$300,000.00	\$496,796.25
			Sub-total	\$1,191,250.00	Sub-total	\$1,198,812.50	Sub-total	Sub-total	\$1,227,753.13	
Office Space, ICT, ISS	SVF			Sub total	Sub total	Sub total	Sub total	Sub total	Sub total	
				\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	
				Total 2013	Total 2014	Total 2015	Total 2013	Total 2014	Total 2015	
				\$3,165,000.00	\$3,199,750.00	\$3,334,487.50	\$3,165,000.00	\$3,199,750.00	\$3,334,487.50	
				SVF R&D	SVF R&D	SVF R&D	SVF R&D	SVF R&D	SVF R&D	
				\$2,215,750.00	\$2,250,037.50	\$2,358,039.38	\$2,215,750.00	\$2,250,037.50	\$2,358,039.38	
				Learning budget	Learning budget	Learning budget	Learning budget	Learning budget	Learning budget	
				\$508,500.00	\$487,425.00	\$496,796.25	\$508,500.00	\$487,425.00	\$496,796.25	
				Cost Sharing	Cost Sharing	Cost Sharing	Cost Sharing	Cost Sharing	Cost Sharing	
				\$440,750.00	\$462,287.50	\$479,651.88	\$440,750.00	\$462,287.50	\$479,651.88	
				Total 2013	Total 2014	Total 2015	Total 2013	Total 2014	Total 2015	
				\$3,165,000.00	\$3,199,750.00	\$3,334,487.50	\$3,165,000.00	\$3,199,750.00	\$3,334,487.50	
				Total:	Total:	Total:	Total:	Total:	Total:	
				\$9,699,237.50	\$9,699,237.50	\$9,699,237.50	\$9,699,237.50	\$9,699,237.50	\$9,699,237.50	

* Resources related to VMC project not included and to be evaluated based on VMC project

** Resources secured until end 2013. Resources need to be mobilized for 2014 onwards

*** An additional USD 500,000 will still need to be programmed annually based on the results of the Volunteer learning plan (to be defined in 2013)



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III. Management Arrangements

The VKIS Project is directly executed by UNV.

As corporate sponsor of the Volunteer Knowledge and Innovation Programme, the VPMG will guide the programme activities of VKIS, and the VKIS Chief will be responsible for the implementation of the programme. The programme will be implemented through the Direct Implementation Modality [DIM] and in line with the UNDP project management guidelines. The Management structure of the project will be fully consistent with the PRINCE 2 methodology including establishment of a Project Board.

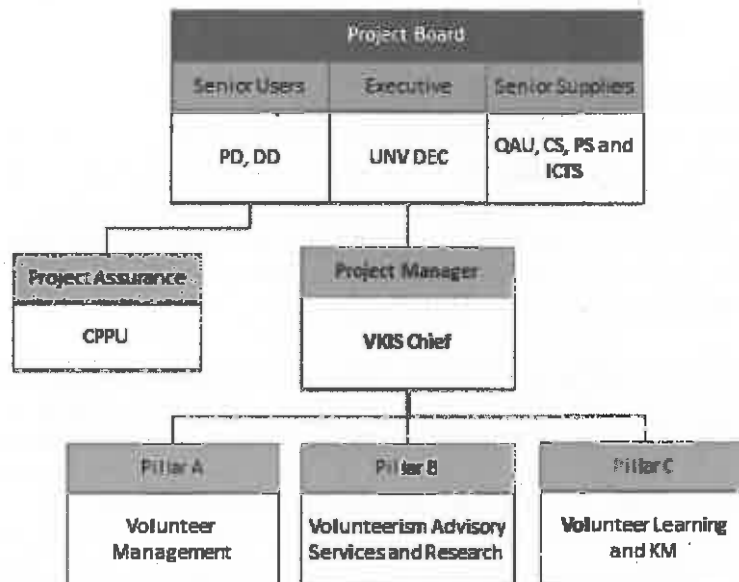
Project Board: A Project Board will guide the implementation of the project, enhance coordination between stakeholder units and facilitate decision-making on key stages of its implementation. The Board will be chaired by the Deputy Executive Coordinator of UNV / Head of the VPMG. The project board will:

- a. Provide guidance and monitor the implementation of the VKIS Programme Strategy and work plan;
- b. Review key products and changes to the strategy;
- c. Advise on issues which may arise from implementation, ensure consistency with other strategies and suggest solutions; and,
- d. Ensure that the strategy remains on course and receives adequate support from relevant business units.

Minutes of each meeting will be distributed and filed for the record.

The Project Board will meet at least once a year, preferably twice a year (every six months): Once at the beginning of the year to approve the AWP and once mid-year to review progress towards agreed deliverables and to agree on adjustments to the workplan. The Board can meet extraordinarily as and when needed.

Project Board Structure and organisation



IV. Monitoring Framework and Evaluation

Quality Control: In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle: Issue and risk logs shall be created by the VKIS Chief to facilitate tracking and resolution of potential problems or requests for change.

- The VKIS Chief will report on a quarterly basis to the DEC and as needed to the Project Board on any issue and risk which could seriously impact the achievement of the project results.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

Annually:

- **Annual Report.** An Annual Report shall be prepared by the VKIS Chief and shared with the Project Board as part of UNV annual corporate reporting exercise. Based on the above report, an Annual Work Plan (AWP) for the following year will be submitted to the project board. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Project review

After three years of implementation a review will be conducted to assess the effectiveness of its delivery and progress towards expected results or outputs.



V. Legal Context

This project will be executed by United Nations Volunteers as “Executing Agency” in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Executing Agency does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, principles of UNDP shall apply.

The responsibility for the safety and security of the Executing Agency and its personnel and property, and of UNDP’s property in the Executing Agency’s custody, rests with the Executing Agency. The Executing Agency shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the executing agency’s security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

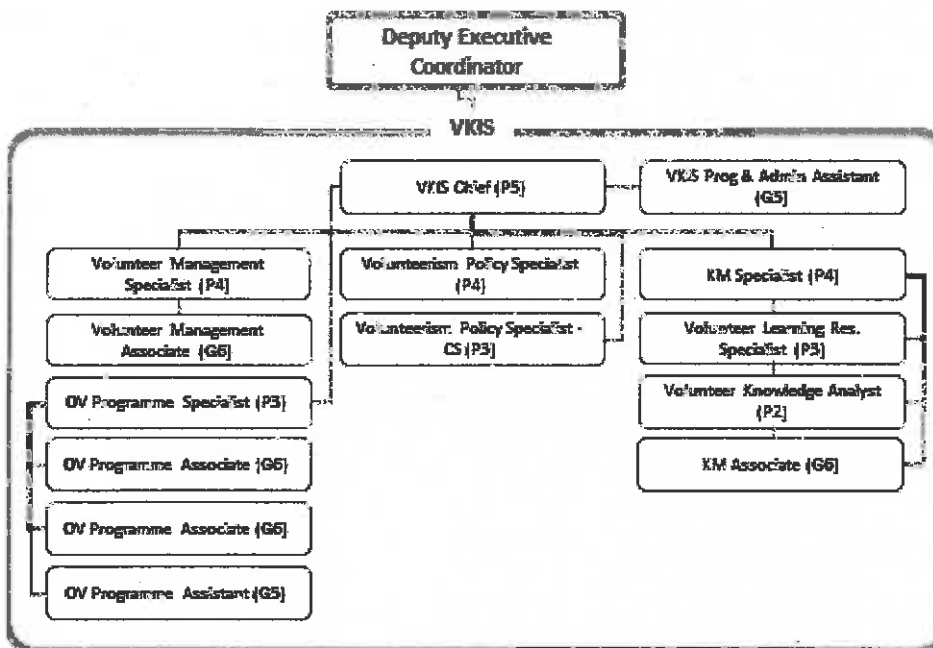


VI. Annexes

Annex 1-2 : VKIS Job Profiles

This annex outlines the individual functions of all VKIS positions to provide a complete functional picture of the work VKIS will advance. The complete Job Descriptions are consistent with these functions and housed within VKIS and the UNV HR Office. [See link](#)

Annex 3





UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Chief, Volunteer Knowledge and Innovation Section
Post Number: 27233
Department: UNV, Volunteer Programming and Management Group /Volunteer Knowledge and Innovation Section
Reports to: Deputy Executive Coordinator (ICS 13)
Post category: Développement Project funded (DPF)
Post Status: Rotational

Current Grade: ICS 12
Proposed Grade: ICS 12
Approved Grade:
Post Classified by: OHR/BOM
Classification Approved by:

II. Organizational Context

The United Nations Volunteers programme (UNV) is the United Nations organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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

- the Office of the Executive Coordinator (OEC) comprising the Evaluation Unit (EU) and the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising the Peace Division (PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising comprising the Partnerships Section (PS) and the Communications Section (CS);
- the Management Services Division (MSD) comprising the Information and

Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS), and the Administration Unit (AU). Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Deputy Executive Coordinator, the Chief, Volunteer Knowledge and Innovation, provides leadership in developing innovative volunteer management solutions, volunteerism advisory services and coordinated learning and knowledge management for integration of volunteerism into policies and programming.

III. Functions / Key Results Expected

1. Provide strategic leadership in the development and application of sound volunteer management practices across UNV, including the development of products and services:

- On the basis of identified needs and opportunities, field experiences, lessons from programming, and best practices, lead development of innovative volunteering solutions through identification of new/improved services and practices, new/improved policies, and develop marketable volunteer products;
- Lead the design, testing, and mainstreaming of new, marketable volunteer modalities / schemes;
- Oversee the Volunteer Management Cycle Project to lead the integration of sound volunteer management practices, tools, and resources into UNV's volunteer management system;
- Oversee the management of the Online Volunteering service operations, including development of a sustainable business strategy facilitating the integration of online volunteering into peace and development programming;
-

□ Lead the provision of high-quality volunteerism advisory services, contributing to the strategic, global positioning of UNV on volunteerism for peace and development and effective partnership engagement:

- Provide overall practice leadership within UNV in volunteerism for peace and development
- Design, establish, and coordinate a network of internal and external experts on volunteerism;
- Oversee the provision of high-quality advisory services to internal and external clients in priority UNV areas of work including volunteer management, voluntary policy, national volunteering schemes, and the integration of volunteerism into peace and development programming;
- Set and monitor the application of quality standards for the provision of services and

establishes overall engagement approach for the network, including standard operating procedures and templates, cost recovery processes, and feedback mechanisms.

- ❑ Engage the network in UNV research and outreach efforts in priority areas (e.g. youth), contributing to the overall positioning of UNV as the global norm-setting organization on volunteerism
- ❑ Develop documentation of the contributions of volunteers to peace and development and provide substantive content for advocacy messaging;
- ❑ Coordinate the provision of substantive expertise on programming and promoting volunteerism;
- ❑ Keep abreast of global policy debates on the Millennium Development Goals, and the post-MDG development dialogue, and advise on strategic positioning of UNV;
- ❑ Provide substantive policy advice and guidance on issues of volunteerism in order to position UNV strategically in terms of global partnerships, programming, and advocacy
- ❑ Provide strategic and substantive volunteerism related content for high level communications, speeches, publications, and statements;
- ❑ Advise on and represent UNV in efforts to integrate volunteerism for peace and development into joint and collaborative programming and partnerships;
- ❑ Develop strong working partnerships with the VSOs, CSOs, NGOs, UN entities, donors, governments, universities, community organizations and other partners on volunteerism;
- ❑ Represent UNV in conferences, workshops or meetings to highlight the importance of and promote knowledge sharing relating to volunteerism for peace and development;
- ❑ Undertake innovative outreach with diverse national, regional and international stakeholders;
- ❑ Represent UNV, as assigned, on volunteerism for peace and development in UN inter-agency meetings, civil society/volunteer involving organization conferences, etc.

❑ **Lead UNV's effort to promote volunteer learning and knowledge management:**

- ❑ ;
- ❑ Oversee volunteer knowledge management;
- ❑ Lead the development and management of tools and processes to enhance knowledge-sharing amongst internal and external stakeholders;
- ❑ Lead efforts to develop UN Volunteers' capacity to advocate for and integrate volunteerism into their assignments;
- ❑ Ensure access to high-quality induction training and learning opportunities for all UN Volunteers;
- ❑ Lead the documentation of the contributions of volunteerism to peace and development and provide substantive content for advocacy messaging;
- ❑ Develop and provide substantive advice and support to initiatives for research on and measurement of volunteerism and its contributions to peace and development at national, regional and local levels, including national Human Development Reports;

❑ **Provide overall management and leadership of the section:**

- ❑ Promote and model organizational culture that supports innovation, consultation, risk-taking, and client service;
- ❑ Lead VKIS to serve as an incubator for volunteerism innovation, coordinating peer review and in-house technical support for innovative proposals.
- ❑ Provide strategic direction and guidance to ensure coherence within the Section;
- ❑ Ensure substantive engagement of the Section in the programmatic activities of UNV, in particular in support of the Peace and Development Divisions, the Quality and Assurance Unit and the Partnership and Communications Division;;
- ❑ Build a coordinated and effective team of professionals and volunteerism advisors,

- promote a work environment in the Section that is conducive to delivering results;
- Provide conceptual and strategic inputs into the formulation, implementation and advocacy of UNV'S organizational strategy, corporate business model, and results framework, ensuring common vision and linkages to practice areas, strategic planning and goals;
 - Ensure development, implementation and enhancement of functional linkages between the Volunteer Knowledge and Innovation Section and other UNV HQ units;
 - Contribute to capacity building of UNV staff, field units and partners on volunteerism for peace and development as a resource person at training courses/workshops and individual mentoring.

IV. Impact of Results

Results of the work of the Chief, Volunteer Knowledge and Innovation, have a major impact on the overall effectiveness of the Section, the entire Volunteer Programme and Management Group, and its overall success in achieving Business Plan objectives and results expected in UNV. Results have a great impact on the enhancement of UNV's proactive capacity to mainstream volunteerism into peace and development initiatives.

V. Competencies

Functional Competencies:

Building Strategic Partnerships

Level 3: Building strategic alliances

- Makes effective use of UNV's resources and comparative advantage to strengthen partnerships
- Builds partnerships with non-traditional sectors by translating UNV's agenda into messages that reflect the pertinence of their values and interests
- Creates networks and promotes initiatives with partner organizations

Promoting Organizational Learning and Knowledge Sharing

Level 3: Participating in the development of policies and innovative approaches and promoting their application throughout the organization

- Actively seeks and promotes innovative methodologies and leads the development of supporting policies/tools to encourage learning and knowledge sharing
- Develops and/or participates in the development of policies and new approaches and participates in training of staff in their application throughout the organization
- Promotes UNDP as a learning/knowledge sharing organization

Job Knowledge/Technical Expertise

Level 3: Expert knowledge of own discipline

- Possesses expert knowledge of advanced concepts in primary discipline, a broad knowledge of related disciplines, as well as an in-depth knowledge of relevant organizational policies and procedures
- Applies knowledge to support the unit/branch's objectives and to further the mandate of UNV

- For managers:** applies a broad knowledge of best management practices; defines objectives and work flows, positions reporting relationships in such a way as to obtain optimum effectiveness for the unit/branch
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself personally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates expert knowledge of the current programme guidelines and project management tools and manages the use of these regularly in work assignments

Promoting Organizational Change and Development

Level 3: Influencing organizational change and development

- Identifies problems central to the organization's success, assesses their impact
- Provides change and development advice, including the design and implementation of change strategies / processes to enable staff/the organization to deal with change effectively
- Drives process definition, simplification, and integration efforts throughout the organization

Strategic Alignment of Management Practice (HQ & RSCs)

Level 3: Strategically aligning management practices

- Understands the strategic direction and context in terms of management requirements and ensures management policies and practices support the achievement of organizational goals
- Anticipates and understands internal and external issues and opportunities that may impact the organization
- Leads the effort to develop/maintain management systems which help UNV achieve its strategic objectives

Design and Implementation of Management Systems

Level 3: Formulating strategy for system implementation

- Designs management systems based on established best practice and identified needs within UNV
- Manages complex design projects where different actors are involved at different stages of the project until completed
- Formulates strategy for the implementation of systems
- Advocates through internal networks the demonstrable value of existing systems to facilitate achievement of organizational goals
- Review systems performance to support rigorous development of systems standards and modes of operation

Client Orientation

Level 3: Meeting long-term client needs

- Anticipates constraints in the delivery of services and identifies solutions or alternatives
- Proactively identifies, develops and discusses solutions for internal and external clients, and persuades management to undertake new projects or services
- Consults with clients and ensures their needs are represented in decision-making processes
- Advises and develops strategic and operational solutions with clients that add value to UNV programmes and operations

Promoting Accountability and Results-Based Management

Level 3: Development and application of organizational standards

- Ensures compliance with the organizational standards for audit, monitoring and evaluation and results-based management and promotes and monitors their application
- Promotes a culture of accountability in the organization
- Develops, disseminates and promotes the use of sound methodologies and tools to assist organizational units in carrying out results-based monitoring and evaluation

- Analyses audit, evaluation and policy application review results, extracts key elements and prepares proposals to address areas of weakness in the organization's performance

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications	
Education:	Masters degree in social sciences, political science, public or business administration, or related fields
Experience:	<ul style="list-style-type: none"> • 10 years of relevant professional experience with at least 5 years in an international organization. • At least five years in middle to senior management positions. • Experience in managing volunteer programmes and/or in a development context involving volunteers is required. • Experience coordinating an Advisor Network desirable. • Experience in knowledge management is required.
Language Requirements:	Fluency in English; proficiency in an additional UN language is desirable.

VII. Signatures- Post Description Certification			
<i>Incumbent (if applicable)</i>			
Name	Signature	Date	
Supervisor			
Naheed Haque Deputy Executive Coordinator, UNV	Signature	Date	
Chief Division/Section			
Flavia Pansieri Executive Coordinator, UNV	Signature	Date	



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Policy Specialist (Volunteerism) Position Number: Department: UNV, Volunteer Programming and Management Group, Volunteer Knowledge and Innovation Section (VKIS) Reports to: VKIS Chief (ICS 12) Post category: Development Project funded (DPF) Post Status: Rotational	Current Grade: Proposed Grade: ICS 11 Approved Grade: Post Classified by: Classification Approved by:
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II. Organizational Context

The United Nations Volunteers programme (UNV) is the United Nations organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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

- the Office of the Executive Coordinator (OEC) comprising the Evaluation Unit (EU) and the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Management and Programming Group (VPMG) comprising the Peace Division (PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Group (PCG) comprising the Partnerships Section (PS) and the Communications Section (CS);
- the Management Services Division (MSD) comprising the Information and Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS), and the Administration Unit (AU). Additionally the Common Services Unit (CSU) providing support to the UN presence in Bonn.

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative

volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service,

- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Chief VKIS, the Policy Specialist (Volunteerism) proposes innovative approaches and expands UNV's programme portfolio integrating volunteerism for peace and development into UNV's policies and programmes.

III. Functions / Key Results Expected

1. Develops innovative approaches on volunteerism programming and infrastructure

- Serve as a "core advisor" in the Volunteerism Advisor Network, providing leadership in delivering advisory services in all service lines and contributing quality assurance to the work of Volunteerism Advisors in the network.
- Develop new programming options and project models ensuring the inclusion of volunteerism into all aspects of programming from design to implementation to evaluation, including into UNV's Peace and Development Strategy (Programme Strategy) and programme/project documents. Endeavours to ensure that UNV's unique comparative advantage is unequivocally demonstrated as follows (and as expressed in UNV's Communications Strategy): "The difference UNV makes is by demonstrating peace and development results and impact through volunteerism. UNV's comparative advantage is the ability and knowledge to bring about transformational change through volunteerism, community voluntary action and civic engagement through active partnerships with civil society, volunteer involving organizations, UN agencies and Governments. This is inspiration in action." Particularly in the case of UNV support provided through the Special Voluntary Fund, the Policy Specialist will seek to ensure that the volunteerism component is not an "add-on" to existing UN agency or joint programmes but an integral part of the design and that UN Volunteers are not provided as a "human resources input" as is often the case.
- Support the Development Division, the Peace Division, the Gender Action Team and other UNV thematic/focus groups on the formulation of concept notes and projects/programmes, particularly by providing guidance and advice on the articulation of the value-added of volunteerism (in close collaboration with the Programme Management Specialist in the Quality Assurance Unit).
- Participate in programme/project design and review missions to regions and countries.
- Provide advice on integrating volunteerism for peace and development into UNV corporate reports and projects.

2. Contributes to capacity development and policies on volunteerism for peace and development

- Scan, track, analyze key developments and trends within UNV and within the volunteerism and advocacy communities for relevance to UNV policies, practices, and learning.
- Propose relevant research that needs to be conducted on volunteerism for peace and development based on a review of ongoing and emerging volunteer programming needs.
- Contribute to policy papers, reports and op-eds on volunteerism for peace and development as well as to internal and external publications, including reports to the UN Secretary General, Executive Board and UNDP/UNV; provide inputs to UN agency

reports, good development practice guidance note and Human Development Reports; draft articles/items for magazines, newspapers, newsletters and on-line publications/forums.

3. Analysis, documentation, and advocacy for volunteer infrastructure and legislation

- Represent UNV in conferences, workshops or meetings to highlight the importance of volunteer infrastructure and methodologies to promote it.
- Advise and guide UNV programme staff and short term consultants in the design of operational tools for the promotion of volunteer infrastructure.
- Act as a resource person for other UNV programme staff who need to know about key literature sources as well as programmatic initiatives related to volunteer infrastructure.
- Promote volunteering supportive legislation by providing specialist guidance to programme countries, advocating in the appropriate fora, and by acting as a resource person within UNV on volunteering-related legislation.

IV. Impact of Results

The results of the work of the Policy Specialist (Volunteerism) will have a major impact on the overall effectiveness of VKIS and its success in achieving the UNV Business Plan objectives and corporate priorities. These results will also have a significant impact on the enhancement of UNV's proactive capacity to mainstream volunteerism into global, regional and national peace and development efforts and initiatives.

V. Competencies

Functional Competencies:

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNV's mandate and strategic agenda
- Develops positive ties with civil society to build/strengthen UNV's mandate
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff

- Continues to seeks new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Design and Implementation of Management Systems

Level 2: Designing and implementing management system

- Carries out research into existing systems to identify best practice and make recommendations to management on applicability to UNV
- Makes recommendations regarding design or operation of systems or programmes within organizational units
- Identifies and recommends remedial measures to address problems in systems design or implementation

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

Promoting Accountability and Results-Based Management

Level 2: Input to the development of standards and policies

- Provides inputs to the development of organizational standards for accountability and results-based management
- Develops and applies tools and techniques in assessing the application of programme and/or administer the policies and procedures
- Undertakes ad hoc analysis of issues emanating from policy application reviews

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP/UNV & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications	
Education:	Masters degree in social sciences, political science, public or business administration, or related fields

Experience:	<p>7 years of relevant professional experience; 5 years of this experience should be in an international organization.</p> <p>Experience in managing volunteer programmes and/or in a development context involving volunteers is required.</p>
Language Requirements:	Fluency in English; proficiency in an additional UN language is desirable.

VII. Signatures- Post Description Certification		
<i>Incumbent (if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date
Flavia Pansieri Executive Coordinator, UNV	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Policy Specialist (Volunteerism and Civil Society)
Position Number: 43641
Department: UNV/VPMG/VKIS
Reports to: Chief, VKIS (ICS-12)
Reports:
Post category: Development Project Funded (DPF)
Position Status: Rotational

Current Grade: ICS-10
Proposed Grade: ICS-10
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

United Nations Volunteers Programme

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

UNV engaged 7,303 UN volunteers in 2011, on a total of 7,708 assignments. With an average age of 38 years and the requisite professional skills and qualifications of some 5 to 10 years relevant experience, UN volunteers served in 132 countries in 2011 and came themselves from 162. The majority – 81 per cent – come from developing countries themselves. One third of UN volunteers served in their own countries, with the others carrying out international assignments. The financial equivalent of programme activities exceeds US\$235 million annually.

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

- the Office of the Executive Coordinator (OEC) comprising the Evaluation Unit (EU) and the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising the Peace Division (PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising the Partnerships Section (PS) and the Communications Section (CS);

- The Management Services Division (MSD) comprising the Information and Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS), and the Administration Unit (AU). Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the VKIS Chief, the Policy Specialist Volunteerism Civil Society, serves as the technical focal point for volunteerism advisory services and advocacy for civil society engagement, including the management and implementation of collaborative initiatives with relevant global, regional and national CSOs, guided by the UNV programme priorities, and in close consultation with VPMG and in liaison with the Partnerships Section.

III. Functions / Key Results Expected

1. Develop innovative approaches on programming and advocacy for volunteerism for peace and development, specializing in CSO partnerships and involvement, with focus on social inclusion and civic engagement

- Serve as a "core advisor" in the Volunteerism Advisor Network, providing leadership in delivering advisory services in all service lines (with special emphasis on civil society engagements) and contributing quality assurance to the work of Volunteerism Advisors in the network;
- In coordination with the Peace and Development Divisions provide substantive advice and guidance in the development of CSO/civic engagement related programmes and projects and engage in the monitoring of programme implementation.
- Collaborate with PS on the development of the partnership strategy by providing substantive inputs on partnership with civil society.
-
- Raise awareness of volunteerism for peace and development with CSOs through advocacy, close collaboration.;
- Research, analyze and assess partners to determine opportunities for engagement and advise the Section Chief, of courses of action;
- Identify strategic opportunities to promote volunteerism for peace and development and UNV in CSO networks, UN strategy and policy documents, global publications, research, etc.;
- Stay abreast of UNDP civil society strategy and work collaboratively where relevant;
- Provide inputs to PS on partnership on the development of agreements with civil society partners;
- Provide support to assessing the partnerships through feedback from regular dialogue with the civil society partners;

2. Ensures organization and preparation for meetings and key events

- Identify opportunities for UNV participation in key forums (conferences, Executive Committees, task forces) and recommend UNV/HQ colleagues' participation in relevant events where the relevance of volunteerism for peace and development to civil society/civic engagement/social inclusion can be promoted;
- Accompany missions of the Executive Coordinator and other Senior UNV personnel, if necessary. Write background documentation and mission reports and follow-up on required actions to ensure timely completion of commitments made.

3. Representation

- Represent, as requested, UNV in missions, conferences, workshops, taskforces and other key events to give presentations, advocate and promote UNV for the purpose of expanding resource mobilization opportunities, partnership and alliances;
- Prepare presentations materials and other relevant documentation;
- Ensure effective advocacy, promotion and networking to raise awareness of UNV and comparative strengths in contributing to Peace and Development.

4. Communications and knowledge management

- Conduct research on target audience.
- Develop and disseminate knowledge product which document UNV's experiences and lessons learned with regard to UNV's civil society partnerships;
- Organize briefings on volunteerism and civic engagement;
- Engage UNV volunteer networks for partnerships building with civil society partners in online discussion and provide substantive inputs to UNV and other relevant Communities of Practice on the contribution of volunteerism to peace and development
- Maintain relevant materials on Knowledge Management System.

IV. Impact of Results

Effective networking, knowledge sharing and alliance building significantly contributes to the achievement of the understanding of volunteerism on the part of civil society, and growth in the depth and breadth of the partnerships. The impact of the results of the key functions carried out by the Policy Specialist (Volunteerism and Civil Society) will be measured in the context of the UNV results framework.

V. Competencies

Functional Competencies:

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNV's mandate and strategic agenda
- Develops positive ties with civil society to build/strengthen UNV's mandate
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Design and Implementation of Management Systems

Level 2: Designing and implementing management system

- Identifies and recommends remedial measures to address problems in systems design or implementation
- Conducts system assessment to improve development of systems design and operation

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

Promoting Accountability and Results-Based Management

Level 2: Input to the development of standards and policies

- Provides inputs to the development of organizational standards for accountability and results-based management
- Develops and applies tools and techniques in assessing the application of programme and/or administer the policies and procedures
- Undertakes ad hoc analysis of issues emanating from policy application reviews

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications

Education:	Masters degree in social sciences, political science, public or business administration, economics or related fields.
Experience:	<ul style="list-style-type: none"> • At least 5 years of progressively responsible professional experience within international organization(s); • Previous experience with partnership building and civil society is desirable; • Previous field experience in humanitarian, relief or development work in a developing country context would be a major asset; • Working knowledge of development projects.
Language Requirements:	Fluency in English; proficiency in an additional UN language is desirable.

VII. Signatures- Post Description CertificationIncumbent *(if applicable)*

Peter Devereux

Signature

Date

Supervisor

Name / Title

Signature

Date

Chief Division/Section

Manon Bernier

Officer-in-Charge, VKIS

Signature

Date

Flavia Pansieri

Executive Coordinator, UNV

Signature

Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Programme and Administrative Assistant
Position Number: 7985
Department: UNV/VPMG/VKIS
Reports to: Chief, VKIS (ICS-12)
Reports:
Post category: Development Project Funded (DPF)
Position Status: non-Rotational

Current Grade: ICS-5
Proposed Grade: ICS-5
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

United Nations Volunteers Programme

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Chief, Volunteer Knowledge and Innovation Section, the Programme and Administrative Assistant ensures that the Volunteer Knowledge and Innovations Section receives immediate operational support. The incumbent applies information gathering and management principles as well as administrative rules and regulations. The incumbent works in close collaboration with other staff in the Section, to ensure efficient support provided both to the Chief and other staff.

III. Functions / Key Results Expected

1. Ensure effective administrative and logistical support for VKIS, focusing on achievement of the following results:

- Follow up on the Section's initiatives and provide logistical support for workshops, conferences, retreats including PO, PM, COA and volunteer trainings and workshops;
- Provide active administrative and logistical support to the VKIS Chief in sourcing and coordinating volunteerism advisory network and engagements;
- Create requisitions and conduct budget checks for requisitions, POs and vouchers in ATLAS;
- Ensure effective filing, including through automated filing systems, and ensuring safekeeping of documents and other materials required;
- Coordinate information flow in the Section;
- Maintain a system and conduct necessary research to ensure that all information inquiries and correspondence routed to the Section's staff are properly monitored and responded to in a timely and satisfactory manner;
- Manage missions schedules. provides logistical support;
- Research and retrieve statistical data from internal and external sources as requested;
- Follow up on deadlines, commitments made, actions taken and coordination of collection and submission of the reports to head of unit;
- Assist in the preparation of budget as required.

2. Ensure effective support the management of VKIS and the advisory network's

information and activities. focusing on achieving the following results:

- Maintain all information related and generate by the advisory network and made it available on the UNV Portal and as relevant other relevant platforms;
- Support the promotion of the work of the of the Advisory network through provision of logistical support to organization of network activities and events.

IV. Impact of Results

The key results of this job have a critical impact on the smooth functioning and overall effectiveness and efficiency of the Volunteer Knowledge and Innovation Section whose role is central to UNV's substantive work. Accurate presentation of information strengthens the capacity of the Section.

V. Competencies

Functional Competencies:

Promoting Organizational Learning And Knowledge Sharing

Level 1.1: Basic research and analysis

- Researches best practices and poses new, more effective ways of doing things
- Documents innovative strategies and new approaches

Job Knowledge/Technical Expertise

Level 1.1: Fundamental knowledge of processes, methods and procedures

- Understands the main processes and methods of work regarding to the position (programme and administrative support)
- Possesses basic knowledge of organizational policies and procedures related to the asset management and applies them consistently in work tasks
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments

Promoting Organizational Change and Development

Level 1.1: Presentation of information on best practices in organizational change

- Demonstrates ability to identify problems and proposes solutions
- Documents processes to support change initiatives

Design and Implementation of Management Systems

Level 1.1: Data gathering and implementation of management systems

- Uses information/databases/other management systems
- Makes recommendations related to work procedures and implementation of management systems

Client Orientation

Level 1.1: Maintains effective client relationships

Flavia Pansieri

Executive Coordinator, UNV

Signature

Date



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Post Information

Post Title: Volunteer Management Specialist
Post Number: 48713
Organizational Unit: UNV, Volunteer
Knowledge and Innovation Section
Supervisor/ Grade: Chief, Volunteer
Knowledge and Innovation (ICS 12)
Post Status:

Current Grade: ICS 11
Proposed Grade: ICS 11
Approved Grade:
Post Classified by: OHR/BOM
Classification Approved by:

II. Organizational Context

The United Nations Volunteers programme (UNV) is the United Nations organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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

- the Office of the Executive Coordinator (OEC) comprising
 - the Evaluation Unit (EU);
 - the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising

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

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Chief, Volunteer Knowledge and Innovation Section, the Volunteer Management Specialist advises and builds capacity in developing sound and innovative volunteer management solutions.

III. Functions / Key Results Expected

1. Lead the development and application of sound volunteer management practices focusing on achieving the following results:

- Define UNV's volunteer management principles and approach as well as a detailed volunteer management cycle;
- Lead and coordinate the development of coherent volunteer management processes and facilitate organization-wide engagement with the development of the Volunteer Management Cycle Platform and associated tools / resources by serving as the primary, interface with UNV's Volunteer Management Cycle Project;
- Coordinate and manage the development, dissemination, and implementation of volunteer management tools, knowledge products and guidelines for all stages in the Volunteer Management Cycle (e.g. Pre-Departure Briefing Pack, End of Assignment Handbook, Handover, etc.);
- Lead the assessment and continuous improvement of systems for UNV volunteer management throughout UNV- in HQ and COTs;

- ❑ Ensure that “lessons learnt” are integrated in the new tools and knowledge products to enhance the quality of volunteer management;
- ❑ Provide substantive guidance and inputs into training to UNV staff, Programme Officers, and Programme Managers responsible for management of volunteers.
- ❑ Provide substantive expertise, guidance, or strategic direction on volunteer management to project development and relevant communities of practice
- ❑ Keep abreast of best practices in volunteer management among partners and international volunteer-sending organizations.

2. Lead the definition of an integrated product line of marketable volunteer modalities

- ❑ Define a coherent approach for packaging, promoting and managing multiple volunteer modalities across peace and development programming;
- ❑ On the basis of identified needs, develop tools to support mobilization and integration of all UNV volunteer modalities into programming;
- ❑ Collaborate closely with the Quality Assurance Unit (QAU) to evaluate operational aspects of implementing and sustaining new/changed volunteer modalities to support overall coherence and adherence to UNV offer;
- ❑ Identify opportunities for simplification and technical / operational improvements in managing all UNV volunteer modalities ;
- ❑ Analyze and propose effective and manageable cost recovery approaches for UNV volunteer modalities.

3. Lead the development of innovative volunteering modalities

- ❑ On the basis of identified needs and opportunities, field experiences, lessons from programming, and best practices, define innovative volunteer modalities through identification of new/improved services, practices and policies;
- ❑ Coordinate the piloting of innovative modalities;
- ❑ Define conditions of modalities’ mainstreaming

IV. Impact of Results

Results of the work of the Volunteer Management Specialist, Volunteer Knowledge and Innovation, have a major impact on building capacity on mainstreaming volunteerism into peace and development through proactive volunteer mobilization and innovative volunteer modalities, as well as developing and updating organization-wide UNV volunteer management tools and programmes.

V. Competencies

Functional Competencies:

Advocacy/Advancing a Policy-Oriented Agenda

Level 2: analysis and creation of messages and strategies

- Uses the opportunity to bring forward and disseminate materials for advocacy work

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines (knowledge management)
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Conceptual Innovation in the Provision of Technical Expertise

Level 2: Developing innovative and creative approaches

- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes
- Develops innovative and creative approaches to meet programme and capacity development objectives
- Participates in dialogue about conceptual innovation at the country and regional levels

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNV & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications	
Education:	Master's degree in social sciences, political science, public or business administration, or related fields
Experience:	7 years of relevant professional experience; 5 years of this experience should be in an international volunteer-sending organization.
Language Requirements:	Fluency in English; proficiency in an additional UN language is desirable.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Knowledge Management Specialist
Position Number: 43642
Department: UNV/VPMG/VKIS
Reports to:
Reports: Chief, VKIS (ICS-12)
Post category: Development Project Funded (DPF)
Position Status: Rotational

Current Grade: ICS-11
Proposed Grade: ICS-11
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

United Nations Volunteers Programme

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

UNV engaged 7,303 UN volunteers in 2011, on a total of 7,708 assignments. With an average age of 38 years and the requisite professional skills and qualifications of some 5 to 10 years relevant experience, UN volunteers served in 132 countries in 2011 and came themselves from 162. The majority – 81 per cent – come from developing countries themselves. One third of UN volunteers served in their own countries, with the others carrying out international assignments. The financial equivalent of programme activities exceeds US\$235 million annually.

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

- the Office of the Executive Coordinator (OEC) comprising the Evaluation Unit (EU) and the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising the Peace Division (PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising the Partnerships Section (PS) and the Communications Section (CS);

- The Management Services Division (MSD) comprising the Information and Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS), and the Administration Unit (AU). Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Chief, Volunteer Knowledge and Innovation Section, the Knowledge Management Specialist is responsible for management and implementation of UNV's Knowledge Management (KM) Strategy and products, maintaining learning culture in UNV and leading and supervising the Knowledge Management team.

The Knowledge Management Specialist works in close collaboration with other teams in UNV Headquarters and field offices, ensuring successful performance in Knowledge Management.

III. Functions / Key Results Expected

1. Head the volunteer learning and knowledge management function to advance strategic investments in UNV's volunteer learning and KM that supports and values knowledge sharing and learning, focusing on achieving the following results:

- Lead the promotion of knowledge management and learning within UNV;
- Lead the establishment of volunteer knowledge management policies, standardized processes, tools, and action plans, and originate new approaches, systems and tools;
- Coordinate the development of corporate knowledge products in collaboration with units across UNV, field units which will enrich the knowledge base of the advisory network;
- Oversee management of KM Platforms, including coordination of the UNV Portal, expansion of Teamworks, and maintenance of virtual networks;
- Lead the Governance structure for the UNV Portal and ensure the provision of relevant policies and protocols;
- Liaise with UNDP Headquarters, Regional centers and UN agencies, as well as other relevant institutions on knowledge-sharing and leveraging resources, lessons learnt and best practices aiming to make improvements to the volunteer knowledge portal;
- Collaborate with UN agency KM teams to develop UNV's understanding of the host environment for field staff and volunteers and to increase their access to the knowledge of host agencies;
- Ensure VPMG activities are supported by knowledge management tools including virtual tools;
- Oversee delivery of volunteer knowledge management modules to staff and volunteer trainings;
- Manage volunteer learning and knowledge management resources including budget and staff.

2. Lead UNV efforts to develop UN Volunteers' capacity to advocate for and integrate

volunteerism into their assignments, focusing on achieving the following results:

- Lead the development of a volunteer learning strategy and framework, which is aligned to UNV's Volunteer Management Cycle and corporate knowledge and learning resources;
- Ensure development of UNV's Volunteer orientation and induction programmes;
- Work with other sections to ensure mainstreaming and integrating volunteer knowledge management into UNV work plans, ToRs, and RCAs;
- Support UNV staff and volunteers in sharing and building knowledge with the objective to improve UNV's effectiveness and efficiency.

3. Create on-line network of UNV volunteers, UNV staff and external partners to facilitate the exchange of and information, focusing on achieving the following results:

- Define, manage and monitor virtual networks on volunteerism for peace and development for use in knowledge generation for programming, reporting, advocacy, research, etc.;
- Develop the structure for a Community-of-Practice on volunteerism for peace and development of UNV including: building and testing an online platform, build the partnership with UNDP and developing offline aspects of the network;
- Implement an engagement strategy and ensure broad participation among UNV stakeholders including; integrating the network into the volunteer cycle, building relationships with staff members, UNV volunteers, Field Units and relevant experts and to mainstream the network within UNV.

IV. Impact of Results

The role of this post is to contribute to the transformation of UNV into a knowledge based organization. The incumbent must strike a balance between developing new tools, implementing existing ones, monitoring and applying lessons learnt to improve organization wide knowledge performance.

V. Competencies

Functional Competencies:

Advocacy/Advancing a Policy-Oriented Agenda

Level 2: analysis and creation of messages and strategies

- Uses the opportunity to bring forward and disseminate materials for advocacy work

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines (knowledge management)
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Conceptual Innovation in the Provision of Technical Expertise

Level 2: Developing innovative and creative approaches

- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes
- Develops innovative and creative approaches to meet programme and capacity development objectives

Design and Implementation of Management Systems

Level 2: Designing and implementing management system

- Carries out research into existing systems to identify best practice and make recommendations to management on applicability to UNV
- Refine and enhances existing systems by leading and coordinating systems development
- Identifies and recommends remedial measures to address problems in systems design or implementation
- Conducts system assessment to improve development of systems design and operation

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNV & setting standards



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Post Information

Post Title: Volunteer Learning Resources Specialist
Post Number: 48714
Organizational Unit: UNV, Volunteer Knowledge and Innovation Section
Supervisor/ Grade: Knowledge Management Specialist (ICS 11)
Post Status:

Current Grade: ICS 10
Proposed Grade: ICS 10
Approved Grade:
Post Classified by: OHR/BOM
Classification Approved by:

II. Organizational Context

The United Nations Volunteers programme (UNV) is the United Nations organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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

- the Office of the Executive Coordinator (OEC);
 - the Evaluation Unit (EU);
 - the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising
 - the Peace Division (PD) and the Development Division (DD),
 - Volunteer Recruitment Resources Section (VRRS),
 - Quality Assurance Unit (QAU),

- Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising
 - the Partnerships Section (PS) and
 - the Communications Unit (CU);
- the Management Services Division (MSD) comprising
 - the Information and Communication Technology Section (ICTS),
 - Finance Section (FS),
 - Human Resources Section (HRS), and
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- Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

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- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Knowledge Management Specialist, the Volunteer Learning Resources Specialist is the focal point for coordination of UNV's learning activities, and the learning and development of the UNV volunteers. The Volunteer Learning Resources Specialist advocates, facilitates and coordinates learning on volunteerism and sustains a learning environment and culture in UNV that is in line with UNDP/UNV corporate priorities. The Volunteer Learning Resources Specialist assists volunteers in identification of the appropriate resources and tools for their learning, opportunities to upgrade competencies, addresses learning/training needs through the effective and efficient use of internal and external training resources.

III. Functions / Key Results Expected

1. Ensure coordination of learning on volunteerism for peace and development in UNV, focusing on achieving the following results:

- Develop a field unit induction cycle and corresponding training plan;
- Design, coordinate and deliver PO, PM, PAs trainings and workshops on volunteerism and ensure quality of training delivery; regularly assess trainings, training needs, capacity of training providers, etc.;

- ❑ Design and develop training guides and material on volunteerism, e.g. presentations, web-based modules, PO Handbook, ToR development guidance note, etc;
- ❑ Integrate learning into volunteer management cycle and develop volunteer management tools and programmes, as appropriate;
- ❑ Provide technical expertise on volunteer learning through the advisory network;
- ❑ Proactively use knowledge sharing tools and platform to enhance volunteer learning.

2. Ensure coordination of learning of the UN Volunteers, focusing on achieving the following results:

- ❑ Develop and implement a Learning strategy and corresponding learning plan for UN Volunteers based on the assessment of learning needs; advocate, facilitate and coordinate learning and volunteer development;
- ❑ Monitor the implementation and tracking progress of the Learning strategy, including pilot initiatives, providing regular reports to the UNV Senior Management;
- ❑ Design and develop training guides and material, e.g. presentations, web-based modules;
- ❑ Design orientation for incoming UNV volunteers;
- ❑ Support engagement of UN Volunteers in Community of Practice, support knowledge sharing and documentation of best practices for learning purposes. Negotiate, coordinate and monitor UN Volunteer access to UNDP LMS, where applicable;
- ❑ Outreach and coordinate with UN System actors and other volunteer organizations in the field of learning, to create synergies and collaboration for volunteer learning.

IV. Impact of Results

Results of the work of the Learning Resources Specialist, Volunteer Knowledge and Innovation, have a major impact on creating and sustaining a learning environment and culture in UNV that is in line with UNDP/UNV corporate priorities.

V. Competencies

Functional Competencies:

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines (learning)
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Conceptual Innovation in the Provision of Technical Expertise

Level 2: Developing innovative and creative approaches

- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes
- Develops innovative and creative approaches to meet programme and capacity development objectives

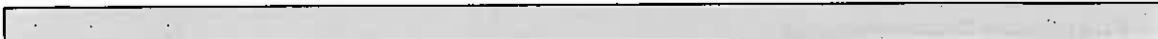
Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Solicits feedback on service provision and quality

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
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- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking



VI. Recruitment Qualifications	
Education:	<p>Masters degree in education, social sciences, political science, public or business administration, or related fields</p> <p>Formal training in adult education/training and facilitation required.</p>
Experience:	<p>5 years of relevant professional experience; 3 years of this experience should be training and development of training in an international organization, preferably UNDP/UNV;</p> <p>Experience in managing volunteer programmes and/or in a development context involving volunteers is desirable.</p>
Language Requirements:	<p>Fluency in English; proficiency in an additional UN language is desirable.</p>

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Knowledge Management Associate
Position Number: 5144
Department: UNV/VPMG/VKIS
Reports to: Knowledge Management Specialist (ICS-11)
Reports:
Post category: EB approved
Position Status: Non-Rotational

Current Grade: ICS-6
Proposed Grade: ICS-6
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

United Nations Volunteers Programme

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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(PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);

- the Partnerships and Communications Division (PCD) comprising the Partnerships Section (PS) and the Communications Section (CS);
- The Management Services Division (MSD) comprising the Information and Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS), and the Administration Unit (AU). Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Knowledge Management Specialist, the Knowledge Management Associate provides support to implementation of volunteer knowledge initiatives and products, management of day-to-day operations, administrative support, client support and provision of guidance on content management.

III. Functions / Key Results Expected

1. Support to implementation of Volunteer Knowledge Management (KM) focusing on achieving the following results:

- Coordinate with units and sections to ensure timely update of UNV Portal intranet;
- Provide support in identifying and integrating information in research projects and use in the development of knowledge products;
- Support the development and roll out of UNV's KM Platforms, tools, and processes;
- Monitor adherence to content management guidelines and use of KM Platforms producing quarterly statistics on user traffic and uploaded content to KM platforms;
- Support in the assessment of use and relevance of UNV Portal and KM tools and processes by drafting end users surveys and analysis from analytic tool;
- Maintain KM and learning budget and prepare reports.

2. Support management of the UNV Portal, focusing on achieving the following results:

- Contribute actively to the development of content management policy and its implementation;
- Act as second tier focal point for the UNV Portal on technical issues.
- Support the development and maintenance of standards and templates, as well as the development and maintenance of UNV's taxonomy in collaboration with the Portal Committee;
- Act as the Secretary of UNV Portal Committee;
- Provide inputs to content development of the UNV Portal.

3. Raise awareness of knowledge management tools and products through the following results:

- Contribute to the development of relevant training plan and material and the delivery of in-site and online trainings and clinics related to the UN Portal and other KM related tools and processes;
- Manage the UNV Reference Unit documents and the corresponding database;
- Organize periodic meetings with KM focal points to update KM platforms and ensure issues are address on a timely manner;
- Ensure wide dissemination of knowledge products among KM users and contribute to development of the CoP newsletter;
- Support the organization of knowledge sharing events and workshops.

IV. Impact of Results

The key results impact significantly the effectiveness and efficiency with which the Volunteer Knowledge Management Portal is managed and utilized by staff and UNV volunteers. Information and support provided facilitate management decisions.

V. Competencies

Promoting Organizational Learning and Knowledge Sharing

Level 1.1: Basic research and analysis

- Researches best practices and poses new, more effective ways of doing things
- Documents innovative strategies and new approaches
- Develops awareness of the various internal/external learning and knowledge-sharing resources

Job Knowledge/Technical Expertise

Level 1.1: Fundamental knowledge of processes, methods and procedures

- Understands the main processes and methods of work regarding to the position (knowledge management)
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments

Conceptual Innovation in the Provision of Technical Expertise

Level 1.1: Research and provision of information

- Documents and tracks innovative strategies/best practices/new approaches
- Tracks bottlenecks, problems and issues, and proposes solutions
- Responds positively to new approaches

Client Orientation

Level 1.1: Maintains effective client relationships

- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Responds to client needs promptly

Core Competencies:

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making

VI. Recruitment Qualifications

Education:	Secondary Education, preferably with specialized certification in a field related to knowledge management, documents or records management, such as library sciences. University Degree is desirable, but not a requirement.
Experience:	<ul style="list-style-type: none"> • At least 6 years of progressively responsible knowledge management related, administrative or programme experience is required. • Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based knowledge management systems.
Language Requirements:	Fluency in English; working knowledge of French or Spanish is an asset.

VII. Signatures- Post Description CertificationIncumbent *(if applicable)*

Marguerite Minani

Signature

Date

Supervisor

Name / Title

Signature

Date

Chief Division/Section

Manon Bernier Officer-in-Charge, VKIS	Signature	Date
Flavia Pansieri Executive Coordinator, UNV	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Programme Associate, Online Volunteering
Position Number: 10631
Department: UNV, Volunteer Knowledge and Innovation Section
Reports to: Programme Specialist, Online Volunteering, ICS 10
Position Status:

Current Grade: ICS 6
Approved Grade: ICS 6
Position Classified by: OHR/BOM
Classification Approved by: OHR/BOM

II. Organizational Context

The United Nations Volunteers programme (UNV) is the United Nations organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

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

- the Office of the Executive Coordinator (OEC) comprising
 - the Evaluation Unit (EU);
 - the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising
 - the Peace Division (PD) and the Development Division (DD),
 - Volunteer Recruitment Resources Section (VRRS),
 - Quality Assurance Unit (QAU),

- Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising
 - the Partnerships Section (PS) and
 - the Communications Unit (CU);
- the Management Services Division (MSD) comprising
 - the Information and Communication Technology Section (ICTS),
 - Finance Section (FS),
 - Human Resources Section (HRS), and
 - the Administration Unit (AU).
- Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Programme Specialist, Online Volunteering service, Volunteer Knowledge and Innovation Section, the *Programme Associate* supports the Section in providing efficient operations services for a smooth day-to-day running of the Online Volunteering service operations. She/he conducts outreach activities with a view of increasing user-base of the Online Volunteering service and promoting overall online volunteering.

III. Functions / Key Results Expected

1. Support Online Volunteering service Administration, focusing on achievement of the following results:

- Screen online volunteering opportunities submitted by registered organizations;
- Screen organizations' applications;
- Draft stories and the monthly newsletter;
- Provide guidance to users (organizations and online volunteers);
- Support to improvements of web performance and enhancements of system functionalities in liaison with the Information and Communication Technology Section;
- Respond to general queries;
- Mobilize and guide interns.

2. Support Online Volunteering service Communications, focusing on achievement of the following results:

- ❑ Ensure updated and high quality Online Volunteering service website in line with corporate information management and technology standards requirements;
- ❑ Prepare web content (information, document summaries, etc.) for web posting ensuring consistency of the materials;
- ❑ Support management and preparation of promotional activities such as the annual Online Volunteering Award campaign and Field Unit initiatives
- ❑ Support organization of outreach campaigns as well as other public relations events. Provide logistics support to the events;
- ❑ Promote increased awareness through dissemination of information, monthly newsletters, online volunteering stories and other promotional materials.

IV. Impact of Results

Support of day-to-day management of the Online Volunteering service operation is critical to the success of the Unit. Failure to accurately screen organization applications and online volunteering opportunities may have high impact on UNV's reputation. Provision of inaccurate information to users, especially organizations can reduce credibility of services offered and tarnish organizations' reputation and standing. Updated and high quality information on the website ensures satisfaction of user needs and contributes to achievement of the unit goals and objectives.

V. Competencies

Promoting Organizational Learning and Knowledge Sharing

Level 1.1: Basic research and analysis

- ❑ Researches best practices and poses new, more effective ways of doing things
- ❑ Documents innovative strategies and new approaches
- ❑ Develops awareness of the various internal/external learning and knowledge-sharing resources

Job Knowledge/Technical Expertise

Level 1.1: Fundamental knowledge of processes, methods and procedures

- ❑ Understands the main processes and methods of work regarding to the position (knowledge management)

- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments

Conceptual Innovation in the Provision of Technical Expertise

Level 1.1: Research and provision of information

- Documents and tracks innovative strategies/best practices/new approaches
- Tracks bottlenecks, problems and issues, and proposes solutions
- Responds positively to new approaches

Client Orientation

Level 1.1: Maintains effective client relationships

- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Responds to client needs promptly

Core Competencies:

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making

VI. Recruitment Qualifications	
Education:	Secondary education. University degree desirable, but it is not a requirement
Experience:	<p>6 years of relevant experience in online collaboration and/or communication</p> <p>Knowledge of volunteer management and /or in a development context involving volunteers and of civil society organizations in developing countries context is required.</p> <p>Excellent computer skills, including basic website content management required.</p>

Language Requirements:	Fluency in English, knowledge of French and/or Spanish required.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Programme Associate, Online Volunteering
Position Number: 66256
Department: UNV, Volunteer Knowledge and Innovation Section
Reports to: Programme Specialist, Online Volunteering, ICS 10
Position Status:

Current Grade: ICS 6
Approved Grade: ICS 6
Position Classified by: OHR/BOM
Classification Approved by: OHR/BOM

II. Organizational Context

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 - Quality Assurance Unit (QAU),

- Volunteer Knowledge and Innovation Section (VKIS);
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 - the Partnerships Section (PS) and
 - the Communications Unit (CU);
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- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Programme Specialist, Online Volunteering service, Volunteer Knowledge and Innovation Section, the *Programme Associate* supports the Section in providing efficient operations services for a smooth day-to-day running of the Online Volunteering service operations. She/he conducts outreach activities with a view of increasing user-base of the Online Volunteering service and promoting overall online volunteering.

III. Functions / Key Results Expected

1. Support Online Volunteering service Administration, focusing on achievement of the following results:

- Screen online volunteering opportunities submitted by registered organizations;
- Screen organizations' applications;
- Draft stories and the monthly newsletter;
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- Mobilize and guide interns.

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- ❑ Prepare web content (information, document summaries, etc.) for web posting ensuring consistency of the materials;
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- ❑ Support organization of outreach campaigns as well as other public relations events. Provide logistics support to the events;
- ❑ Promote increased awareness through dissemination of information, monthly newsletters, online volunteering stories and other promotional materials.

IV. Impact of Results

Support of day-to-day management of the Online Volunteering service operation is critical to the success of the Unit. Failure to accurately screen organization applications and online volunteering opportunities may have high impact on UNV's reputation. Provision of inaccurate information to users, especially organizations can reduce credibility of services offered and tarnish organizations' reputation and standing. Updated and high quality information on the website ensures satisfaction of user needs and contributes to achievement of the unit goals and objectives.

V. Competencies

Promoting Organizational Learning and Knowledge Sharing

Level 1.1: Basic research and analysis

- ❑ Researches best practices and poses new, more effective ways of doing things
- ❑ Documents innovative strategies and new approaches
- ❑ Develops awareness of the various internal/external learning and knowledge-sharing resources

Job Knowledge/Technical Expertise

Level 1.1: Fundamental knowledge of processes, methods and procedures

- ❑ Understands the main processes and methods of work regarding to the position (knowledge management)

- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
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Conceptual Innovation in the Provision of Technical Expertise

Level 1.1: Research and provision of information

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Client Orientation

Level 1.1: Maintains effective client relationships

- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
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Core Competencies:

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making

VI. Recruitment Qualifications	
Education:	Secondary education. University degree desirable, but it is not a requirement
Experience:	<p>6 years of relevant experience in online collaboration and/or communication</p> <p>Knowledge of volunteer management and /or in a development context involving volunteers and of civil society organizations in developing countries context is required.</p> <p>Excellent computer skills, including basic website content management required.</p>

Language Requirements:	Fluency in English, knowledge of French and/or Spanish required.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Post Information

Post Title: Programme Assistant, Online Volunteering
Post Number: 48976
Organizational Unit: UNV, Volunteer Knowledge and Innovation Section
Supervisor/Grade: Programme Specialist, Online Volunteering, ICS 10
Post Status:

Current Grade: ICS5
Proposed Grade: ICS 5
Approved Grade:
Post Classified by: OHR/BOM
Classification Approved by: OHR/BOM

II. Organizational Context

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 - the Evaluation Unit (EU);
 - the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising
 - the Peace Division (PD) and the Development Division (DD),
 - Volunteer Recruitment Resources Section (VRRS),

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

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Programme Specialist, Volunteer Knowledge and Innovation Section, the **Programme Assistant, Online Volunteering** supports the service users with regular day-to-day Online Volunteering activities and the daily administration of the service's operations.

III. Functions / Key Results Expected

1. Provide support to users of UNV's Online Volunteering service focusing on achieving the following results:

- Respond to general queries in English and French or Spanish including updating of standard message templates;
- Guide users (organizations and online volunteers) on the registration process and other website-related issues and problem solving;
- Support the development of new content for the website and other communication tools ;
- Updates content of the Online Volunteering service website, including upload of the English and French or Spanish versions of the monthly newsletter;
- Prepare data on online volunteering and statistics for monitoring results and reporting on trends.

2. Support the Online Volunteering service Team on daily administration of operations focusing on achieving the following results:

- Perform screening of organization's applications: ensuring required information is complete, verifying compliance with UN policies, verifying applicant organizations' goals and activities through Internet research, and getting timely feedback from Country Office Teams or Support Units;
- Perform screening of online volunteering opportunities submitted in French or Spanish: ensuring clear task descriptions, context and expected development impact ;
- Update organization's screening guidelines with relevant research on UN policies;
- Support development of new functionalities and systems enhancements as needed ;
- Provide support to the development and implementation of the promotion strategy ;
- Collect information, stories and other relevant data for website posting;
- Maintain Unit's files on reference materials.

IV. Impact of Results

The key results have an impact on the overall efficiency of the Online Volunteering service including improved business results and client services. Provision of quality information has positive impact on advancement of organization's advocacy and outreach efforts.

V. Competencies

Functional Competencies:

Promoting Organizational Learning And Knowledge Sharing

Level 1.1: Basic research and analysis

- Researches best practices and poses new, more effective ways of doing things
- Documents innovative strategies and new approaches

Job Knowledge/Technical Expertise

Level 1.1: Fundamental knowledge of processes, methods and procedures

- Understands the main processes and methods of work regarding to the position (programme and administrative support)
- Possesses basic knowledge of organizational policies and procedures related to the asset management and applies them consistently in work tasks
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning

- Demonstrates good knowledge of information technology and applies it in work assignments

Promoting Organizational Change and Development

Level 1.1: Presentation of information on best practices in organizational change

- Demonstrates ability to identify problems and proposes solutions
- Documents processes to support change initiatives

Design and Implementation of Management Systems

Level 1.1: Data gathering and implementation of management systems

- Uses information/databases/other management systems
- Makes recommendations related to work procedures and implementation of management systems

Client Orientation

Level 1.1: Maintains effective client relationships

- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Responds to client needs promptly

Promoting Accountability and Results-Based Management

Level 1.1: Gathering and disseminating information

- Prepares timely inputs to reports
- Maintains databases

Core Competencies:

- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making



VI. Recruitment Qualifications	
Education:	Secondary education; University degree is an asset but not a requirement.
Experience:	<p>5 years of relevant experience including in online collaboration and/or communication.</p> <p>Knowledge of volunteer management and /or in a development context involving volunteers and of civil society organizations in developing countries context is required.</p> <p>Solid computer skills, including basic website content management.</p>
Language Requirements:	Fluency in English and working knowledge of French and/or Spanish required.

VII. Signatures- Post Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Post Information

Post Title: Programme Specialist, Online
Volunteering
Post Number: 31999
Organizational Unit: UNV, Volunteer
Knowledge and Innovation Section
Supervisor/ Grade: Chief, Volunteer
Knowledge and Innovation (ICS 12)
Post Status:

Current Grade: ICS 10
Proposed Grade: ICS 10
Approved Grade:
Post Classified by: OHR/BOM
Classification Approved by:

II. Organizational Context

The United Nations Volunteers programme (UNV) is the United Nations programme that supports sustainable human development globally through the promotion of volunteerism and the mobilization of volunteers. It operates against a background of growing recognition that volunteerism brings benefits to both society at large and the individual volunteer; that it makes important contributions, economically as well as socially; and that it contributes to more cohesive societies by building trust and reciprocity among citizens. Universal and inclusive, UNV embraces all types of volunteer action while holding to the values of free will, commitment, engagement and solidarity, which are the foundation of volunteerism.

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- the Volunteer Programming and Management Group (VPMG) comprising
 - the Peace Division (PD) and the Development Division (DD),
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 - Quality Assurance Unit (QAU),
 - Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising
 - the Partnerships Section (PS) and

- the Communications Unit (CU);
- the Management Services Division (MSD) comprising
 - the Information and Communication Technology Section (ICTS),
 - Finance Section (FS),
 - Human Resources Section (HRS), and
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- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Chief, Volunteer Knowledge and Innovation Section, the *Programme Specialist, Online Volunteering* manages the Online Volunteering service operation ensuring optimal use of key services such as user support, web content development, promotion and advocacy. The Programme Specialist supervises and guides the Online Volunteering service staff.

III. Functions / Key Results Expected

1. Manage the Online Volunteering service operations, focusing on achieving the following results:

- Guide and support Online Volunteering service staff in screening organization applications and screening online volunteering opportunities;
- As Online Volunteering service web site owner, oversee constant development of content, ensuring its consistency and accuracy;
- Lead the definition of new functionalities of the service building on lessons learnt to improve service performance and effectiveness;
- Monitor the Online Volunteering service team operations ensuring timely delivery of services;
- Lead the annual award campaign mobilizing participants for a successful event;
- Increase awareness internally and externally through producing newsletter and disseminating widely;
- As Online Volunteering service system owner, coordinate with the Information and Communication Technology Section the provision of relevant and timely IT services and the implementation and compliance with security policy;
- Analyze data, monitor results and report on trends;
- Develop a sustainable business strategy for the Online Volunteering service operations.

2. Ensure integration of online volunteering activities into UNV's programme focusing on achieving the following results:

- Provide input into corporate documents and policy papers (EB Report, cost recovery policy, corporate plan, volunteer special schemes, partnership agreement, project documents, among others) to reflect the Online Volunteering service contribution to the organization's goals;
- Promote and leverage the contributions of online volunteering within other UNV programme activities ;
- Enrich UNV's added value of services to partners and clients by providing relevant information and technical assistance related to online volunteering and innovative volunteer management practices through active participation in UNV's Volunteerism Advisor Network;
- Act as an innovative hub for new ideas and products and provides input to development of knowledge products;
- Support capacity development by providing workshops and trainings on online volunteering.

IV. Impact of Results

Given the external exposure of the work of the Online Volunteering service to clients outside the organization, the efficient delivery of services has an impact to the external users on perspectives of the organization as a whole and its objectives to advocate, integrate and mobilize volunteerism for development.

V. Competencies

Functional Competencies:

Advocacy/Advancing a Policy-Oriented Agenda

Level 2: analysis and creation of messages and strategies

- Uses the opportunity to bring forward and disseminate materials for advocacy work

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines (knowledge management)
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Conceptual Innovation in the Provision of Technical Expertise

Level 2: Developing innovative and creative approaches

- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes
- Develops innovative and creative approaches to meet programme and capacity development objectives
- Participates in dialogue about conceptual innovation at the country and regional levels

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNV & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications	
Education:	Master's degree in media relations, journalism, social sciences, publishing, development or International Affairs
Experience:	5 years of relevant experience in public relations, communications, advocacy, or volunteer management. Previous experience with a multilateral or international organization is helpful but not mandatory. Experience in using the Internet to work with volunteers is an asset.
Language Requirements:	Fluency in English, and knowledge of French and/or Spanish required.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Programme Associate
(Volunteer Management)
Position Number: 76080
Department: UNV/VPMG/VKIS
Reports to: Volunteer Management Specialist
(ICS-11)
Reports:
Post category: Development Project Funded (DPF)
Position Status: non-Rotational

Current Grade: n/a
Proposed Grade: ICS-6
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

United Nations Volunteers Programme

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

UNV engaged 7,303 UN volunteers in 2011, on a total of 7,708 assignments. With an average age of 38 years and the requisite professional skills and qualifications of some 5 to 10 years relevant experience, UN volunteers served in 132 countries in 2011 and came themselves from 162. The majority – 81 per cent – come from developing countries themselves. One third of UN volunteers served in their own countries, with the others carrying out international assignments. The financial equivalent of programme activities exceeds US\$235 million annually.

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

- the Office of the Executive Coordinator (OEC) comprising the Evaluation Unit (EU) and the Corporate Planning and Performance Unit (CPPU);
- the Volunteer Programming and Management Group (VPMG) comprising the Peace Division (PD) and the Development Division (DD), Volunteer Recruitment Resources Section (VRRS), Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);

- the Partnerships and Communications Division (PCD) comprising the Partnerships Section (PS) and the Communications Section (CS);
- The Management Services Division (MSD) comprising the Information and Communication Technology Section (ICTS), Finance Section (FS), Human Resources Section (HRS), and the Administration Unit (AU). Additionally the Common Services Unit (CSU) provides support to the UN presence in Bonn.

The Volunteer Knowledge and Innovation Section enhances UNV's proactive capacity to mainstream volunteerism into peace and development initiatives through:

- Promoting sound volunteer management practices, including the development of innovative volunteering solutions (volunteer modalities and volunteer management resources and tools) and the management of the Online Volunteering service;
- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Volunteer Management Specialist, Volunteer Knowledge and Innovation Section, the Programme Associate (Volunteer Management) supports VKIS efforts to develop sound and innovative volunteer management solutions.

III. Functions / Key Results Expected

1. Provide effective support in the development of volunteer management tools :

- Provide support in managing the development, dissemination, and implementation of volunteer management tools, knowledge products and guidelines for all stages in the Volunteer Management Cycle (e.g. Pre-Departure Briefing Pack, End of Assignment Handbook, Handover, etc.);
- Collect and analyze volunteer management practices and ensuring that "lessons learnt" are integrated in the new tools and knowledge products to enhance the quality of volunteer management;
- Manage and update UNV Portal section on Volunteer Management ensuring that all relevant information is provided by relevant business units, easily available and updated in a timely manner.

2. Provide effective support to the development of sound volunteer management system:

- Coordinate specific training related to Volunteer Management System;
- Collect and analyse data and feedback across UNV (HQ and Field Units) on the volunteer management systems, as well as their continuous enhancements;
- Act as focal point for the VRS and provide inputs related to volunteer reporting in the VMC project;
- Provide administrative and communication support on issues related to the volunteer management systems.

3. Support the development of integrated product line of volunteer modalities:

- Support the evaluation of operational aspects of implementing and sustaining new/changed volunteer modalities to support overall coherence and adherence to UNV offer;

- Coordinate the identification of opportunities for simplification and technical/operational improvements in managing all UNV volunteer modalities;
- Collect field experiences, lessons from programming, and best practices in developing and implementing innovative volunteering solutions;
- Provide administrative support related to the development of new volunteer modalities.

IV. Impact of Results

Results of the work of the Programme Associate (Volunteer Management) have a major impact on proactive volunteer mobilization and innovative volunteer modalities, as well as developing and updating organization-wide UNV volunteer management tools and programmes.

V. Competencies

Functional Competencies:

Promoting Organizational Learning and Knowledge Sharing

Level 1.1: Basic research and analysis

- Researches best practices and poses new, more effective ways of doing things
- Documents innovative strategies and new approaches
- Identifies and communicates opportunities to promote learning and knowledge sharing

Job Knowledge/Technical Expertise

Level 1.1: Fundamental knowledge of processes, methods and procedures

- Understands the main processes and methods of work regarding to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments

Strategic Alignment of Management Practice (HQ & RSCs)

Level 1.1: Collecting information, identifying best practice

- Gathers information on best practices in the relevant management practice in his/her area of responsibility
- Understands the organizational structure, knows key functional and operational areas of organizational units and provides inputs to the delivery of management systems and services
- Collects information to ensure increased understanding of policies and practices

Design and Implementation of Management Systems

Level 1.1: Data gathering and implementation of management systems

- Uses information/databases/other management systems
- Provides inputs to the development of simple system components

- Makes recommendations related to work procedures and implementation of management systems

Client Orientation

Level 1.1: Maintains effective client relationships

- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Responds to client needs promptly

Promoting Accountability and Results-Based Management

Level 1.1: Gathering and disseminating information

- Gathers and disseminates information on best practice in accountability and results-based management systems
- Prepares timely inputs to reports
- Maintains databases

Core Competencies:

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making

VI. Recruitment Qualifications

Education:	Secondary education. University degree desirable, but it is not a requirement.
Experience:	<ul style="list-style-type: none"> • Minimum 6 years of relevant experience. • Knowledge of volunteer management and /or in a development context involving volunteers and of civil society organizations in developing countries context is required. • Excellent computer skills, including basic website content management required.
Language Requirements:	Fluency in English; proficiency in an additional UN language is desirable.



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Volunteer Knowledge Analyst
Position Number:
Department: UNV/VPMG/VKIS
Reports to: Knowledge Management Specialist (ICS-11)
Reports:
Post category: / Development Project Funded (DPF)
Position Status: Rotational

Current Grade: n/a
Proposed Grade: ICS-9
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

United Nations Volunteers Programme

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- Quality Assurance Unit (QAU), Volunteer Knowledge and Innovation Section (VKIS);
- the Partnerships and Communications Division (PCD) comprising the Partnerships Section (PS) and the Communications Section (CS);
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- Leading the delivery of volunteerism advisory services for integration of volunteerism for peace and development into policies and programming; and for enhancing the recognition of volunteerism contributions;
- Leading initiatives for Volunteer Learning and Knowledge management.

Reporting to the Knowledge Management Specialist, Volunteer Knowledge and Innovation Section, the Knowledge Management Analyst supports the Knowledge Management team in developing and implementing priority Knowledge Management initiatives in UNV. These will focus on managing and improving knowledge networking and sharing, information flows, provision of knowledge resources and development and application of IT-based and non-IT-based KM tools, as well as advocacy and training for Knowledge Management in UNV.

III. Functions / Key Results Expected

1. Support development of a Community of Practice (CoP) to support knowledge sharing, capturing, and distilling relevant knowledge on volunteerism for development:

- Support the conceptualization of a Community of Practice on Volunteerism for Peace and Development that includes HQ staff, Field Units and UN volunteers and external partners based on the recommendations from the IYV+10 resolutions, the Rio+20 and post MDGs agenda, as well as results of the IYV+10 pilot, and the results of the UN Volunteers learning needs assessment;
- Proactively stimulate and engage UNV staff, UN volunteers, and selected external partners, including former UN volunteers in online discussions and creates a safe and vibrant online environment for collaboration and knowledge exchanges;
- Support substantive thematic moderators and resource persons for CoP online networks on specific subjects and supports the moderators in guiding the discussions and summarizing the relevant outcomes;
- Develop an evaluation framework of online networks, collecting the relevant data, analyzing the results and drafting an evaluation report on the online networks;
- Work collaboratively with the Knowledge Management Team to capture relevant knowledge and to distill content in knowledge products such as practice notes, consolidated replies, etc.;
- Act as a focal point for the web-based collaboration platform and ensures that technical queries are resolved by the helpdesk;
- Support Volunteerism CoP knowledge sharing fair or workshops.

2. Support the development of knowledge products in UNV:

- Support the KM Team in assessing knowledge and collaboration needs within UNV

and contributing to, staying abreast of, UN System-wide KM approaches and resources / tools;

- Support the development of knowledge products and share best practices, including coordinating the publication of a practice areas newsletter for the CoP;
- Coordinate webinars on substantive thematic areas identified in collaboration with VPMG and Field Units;
- Support VKIS efforts in strengthening volunteer reporting and knowledge sharing with UN Volunteers;
- Support the KM Team's efforts to channel good practices and lessons learned into UNV's Volunteerism Advisory Services.

3. Support development of culture of knowledge sharing and knowledge management in UNV:

- Provide relevant KM trainings for UNV HQ staff and Field Units as well as trainings on relevant KM systems and tools;
- Support efforts to sensitize staff and UN volunteers to the value of documenting and sharing experiences;
- Develop proposals for functional improvements of the Portal to facilitate access to relevant knowledge;
- Develop indicators and monitor usage of the Portal.

IV. Impact of Results

The role of this post is to support UNV in better documenting its good practices as (collecting) as well as supporting knowledge sharing (connecting) among our UN Volunteers and partners. As a result, fields units and UN Volunteers will have better access to relevant knowledge as well as the facility to exchange and share among themselves based on their needs to implement UNV's mandate in the field.

V. Competencies

Functional Competencies:

Building Strategic Partnerships

Level 1.2: Maintaining a network of contacts

- Maintains an established network of contacts for general information sharing and to remain up-to-date on partnership related issues
- Establishes and nurtures positive communication with partners

Promoting Organizational Learning and Knowledge Sharing

Level 1.2: Basic research and analysis

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things
- Documents and analyses innovative strategies and new approaches
- Identifies and communicates opportunities to promote learning and knowledge sharing
- Develops awareness of the various internal/external learning and knowledge-sharing resources

Job Knowledge/Technical Expertise

Level 1.2: Fundamental knowledge of own discipline

- Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates the same in his/her work
- Analyzes the requirements and synthesizes proposals
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Promoting Organizational Change and Development

Level 1.2: Basic research and analysis

- Researches and documents 'best practices' in organizational change and development within and outside the UN system
- Gathers and analyses feedback from staff

Strategic Alignment of Management Practice (HQ & RSCs)

Level 1.2: Identifying best practice, analyzing information

- Gathers and analyzes information on best practices in the relevant management practice in his/her area of responsibility and makes recommendations on their application
- Understands the organizational structure, knows key functional and operational areas of organizational units and delivers management systems and services according to their unique requirements

Design and Implementation of Management Systems

Level 1.2: Research and analysis and making recommendations on management systems

- Maintains information/databases on system design features
- Develops simple system components
- Make recommendations relative to work-processing approaches and procedures which would lead to more efficient systems design

Client Orientation

Level 1.2: Establishing effective client relationships

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Actively supports the interests of the client by making choices and setting priorities to meet their needs
- Anticipates client needs and addresses them promptly

Promoting Accountability and Results-Based Management

Level 1.2: Basic monitoring

- Gathers, analyzes and disseminates information on best practice in accountability and results-based management systems

Core Competencies:

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking

- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Master's degree in social sciences, media, communications, knowledge management, or a related area. • Substantive knowledge of volunteerism, civic engagement or community centred development. • Knowledge of Web 2.0 tools and latest trends in knowledge management and social media.
Experience:	<ul style="list-style-type: none"> • A minimum of 2 years relevant work experience in fields related to volunteerism. • Experience in online collaboration with teams and in managing and facilitating online networks.
Language Requirements:	Fluency in English; proficiency in an additional UN language is desirable.

VII. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Manon Bernier Officer-in-Charge, VKIS	Signature	Date
Flavia Pansieri Executive Coordinator, UNV	Signature	Date

