



UNV STRATEGIC FRAMEWORK: 2014-2017

Integrated Results and Resources Matrix

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I. Introduction

The UNV Strategic Framework Integrated Results and Resources Matrix (IRRM) translates the UNV Strategic Framework 2014-2017 into results that allow UNV and stakeholders to monitor achievements, learn lessons, and hold the organization accountable for the funds entrusted to it.

The IRRM consists of two parts:

- i. A detailed planning matrix, which articulates the two programmatic outcomes that UNV aims to contribute to, and the outputs that will lead to their achievement. It also outlines institutional effectiveness result areas, which support the achievement of the programmatic outcomes. These are all measured with indicators, which in turn will guide the development of activities to deliver the outputs.
- ii. Three theories of change statements, which provide guidance in understanding the pathway to achieving UNV's results. The theories of change statements that underpin the envisaged work also highlight the risks and assumptions that will need to be addressed and kept abreast of throughout the Strategic Framework period.

The IRRM is based on a results chain that recognizes UNV's unique way of working. UNV works with volunteers in partnership with UN entities and Member States, as well as civil society and Volunteer Involving Organizations (VIOs), in order to bring more people to actively engage with peace and development. The specific, unique value of UN Volunteers and volunteerism to our partners is that they contribute to: stronger engagement with communities, civil society, and youth; a better ability to reach the marginalized; increased access to services; strengthened South-South engagement; and well-qualified UN Volunteers who are rapidly deployed. When volunteers from different backgrounds, gender and age are placed in peace and development interventions they individually and collectively contribute to building organizational and institutional capacities for delivering peace and development results. Through these interventions, by more volunteers and volunteerism being better integrated into development processes, societies will become more cohesive and stable, with enhanced collective well-being.

UNV Strategic Framework Integrated Results and Resources Matrix Architecture

<u>Impact</u> Changes in the lives of people	Societies become more cohesive and stable with enhanced collective well-being
<u>Outcomes</u> Institutional change and behavioral change	UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes
	Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes
<u>Outputs</u>	Six programmatic outputs that are the changes / results directly attributable to UNV's products and services
<u>Institutional Effectiveness</u>	UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel



The foundation, on which the IRRM is built, has the following core elements:

1. Based on UNV's results chain, the IRRM enables UNV to show clearly how a strengthened internal capacity and capability will lead UNV to deliver on its programmatic commitments; how the commitments will be achieved and how these will contribute to both the work of partner UN entities as well as to overall internationally agreed development goals.
2. While there is a programmatic focus on five key priority areas for UNV's resource investment, it is important to recognize that UNV deploys UN Volunteers throughout the UN system to deliver its mandate. This means that UNV will contribute to a wide range of peace and development outcomes, depending on the priorities of Member States, as expressed through UN entities' programmes.
3. The IRRM will assist UNV in monitoring its outputs, while being held accountable for the delivery of these outputs in an open and transparent way, allowing all partners to understand the breadth, scope and resource requirements of the work of the organization. In turn, it enables Member States to see what outcomes and impact the organization is ultimately contributing to.
4. The level of resources is estimated based on projected future demand by programme countries and partners (using past expenditure as a guide) for products and services provided by UNV and income projections for the period of 2014-2017. The amounts are indicative only.
5. The IRRM was developed in accordance with Results Based Management methodology. Harmonized concepts and approaches were used as per the United Nations Development Group Results-Based Management Handbook (2011). One of the challenges, in developing the results chain in this document, was attribution of results. By nature, UNV is mandated to support different UN entities in delivering development results. While there are important UNV standalone programmes, the majority of UNV's contribution is channeled through the deployment of UN Volunteers who serve various development and humanitarian activities of partner UN entities. Attempts to ensure that the results chain captures UNV-specific contributions, influenced the framing of indicators, outputs and outcomes. There was also a challenge in using indicators that measure impact and change at the beneficiaries' level due to lack of baseline data and difficulty in measuring targets.
6. Internal methodological notes for each indicator will guide how to measure and explain the approach to aggregation and disaggregation of data. The level of disaggregation possible for each indicator (e.g., by gender, age) will be dependent on the availability of data at country level. Monitoring and reporting on all indicators will be supported by data sources and evidence, with a balance of quantitative versus qualitative. For example, evaluative evidence as well as surveys and assessments will be used integrally to strengthen robust measurement, and facilitate learning and evidence-based decision-making
7. Lastly, a key principle within the IRRM is continuous improvement. The ability of the organization to continuously review and improve its programmes, projects and operations throughout the period will be fundamental to ensuring that UNV remains an organization that responds to the needs of Member States and the changing external environment in which it operates. As such, there will be a mid-cycle review of this Framework – at the end of 2015 – to assess implementation, and make necessary adjustments (in addition to internal annual reviews against the targets) – all of which will contribute to lessons learned and then adjustment of UNV's interventions (activities/outputs/resources) to ensure effectiveness in delivery of results (outputs/outcomes). Following the mid-term review of this Strategic Framework, a compendium of adjustments to the IRRM was prepared and can be accessed [here](#).



II. Outcomes and Outputs

Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes			Resources: \$945 million	
Outcome Indicator: <i>(assess progress against specified outcomes; they help verify that the intended positive change in the development situation has actually taken place)</i>			Baselines (2013, unless noted)	Targets (2017)
1. Percentage of partner UN entities reporting an effective contribution to their programme delivery by UN Volunteers and volunteerism			69%	100 %
2. Number of beneficiaries positively impacted by UNV, in terms of the work of UN Volunteers, all UNV projects and UNV-supported work			6,979,183 people (2014)	8,000,000 people
Outputs (UNV provides specific support for the following results)		Output Indicators (output indicators measure only those results from schemes, services, plans, actions, etc., which are specifically supported by UNV)	Baselines (2013, unless noted)	Targets (2017)
Output 1.1 Improved UN Volunteer mobilization by better forecasting of partner UN entity needs, and better delivery through responsive and innovative UN Volunteer solutions	1.1.1	Number of UN Volunteers mobilized per annum; disaggregated by: a. Female UN Volunteers in non-family duty stations b. UN Volunteers from the South c. UN Youth Volunteers	6,351 UN Volunteers a. 32% b. 81% c. 18%	10,000 UN Volunteers a. 35% b. 81% c. 30%
	1.1.2	Number of UN Online Volunteers mobilized per annum; disaggregated by: a. Female UN Online Volunteers b. UN Online Volunteers from the South c. UN Online Volunteers who are youth	11,037 UN Online Volunteers a. 59% b. 62% c. 62%	22,000 UN Online Volunteers a. 59% b. 62% c. 62%
	1.1.3	Number of UN entities with innovative, needs-driven programmatic agreements for the mobilization of UN Volunteers (formalized and agreed between the partner UN entity and UNV)	4 UN entities	10 UN entities
	1.1.4	Number of UN Volunteer modalities and initiatives being utilized by partner UN entities	8 modalities and initiatives	10 modalities and initiatives



Output 1.2 Volunteerism is integrated within UN entities' programming through the implementation of UNV-UN partner joint programmes/projects in four priority areas: (a) youth; (b) peace building; (c) basic social services; (d) community resilience for environment and disaster risk reduction	1.2.1	Total financial volume of the annual delivery of UNV resources in UNV-UN partner joint programmes/projects in (a) youth; (b) peace building; (c) basic social services; (d) community resilience for environment and disaster risk reduction ¹	\$5,298,000 a. \$3,439,000 b. \$794,000 c. \$665,000 d. \$400,000	\$ 7,177,952 a. \$2,626,079 b. \$2,217,027 c. \$1,004,737 d. \$1,330,109
	1.2.2	Number of other ² volunteers, mobilized UNV-UN partner joint programmes/projects in: a. Youth b. Peace building c. Basic social services d. Community resilience for environment and disaster risk reduction	a. 34,964 volunteers b. 0 volunteers c. 9,304 volunteers d. 13,104 volunteers	a. 60,000 volunteers b. 10,000 volunteers c. 25,000 volunteers d. 25,000 volunteers
	1.2.3	Percentage of all UNV-UN partner joint programmes/projects that specifically integrate gender equality and empowerment of women	44%	100%
Output 1.3 The UN Volunteer assignment/experience is improved through effective support, including training and learning	1.3.1	Percentage of all UN Volunteers annually reporting a positive volunteer experience, disaggregated by gender	92% 94% male 89% female (2014)	95% 95% male 95% female
	1.3.2	Percentage of departing UN Volunteers, at end of assignment, whose volunteer assignment and learning opportunities provided are reported to be valuable for personal and professional development, disaggregated by gender	95% 95% male 94% female (2014)	95% 95% male 95%female

² "Other" volunteers are those who are not UN Volunteers, but are mobilized by UNV directly or by partners with UNV support.



Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes			Resources: \$51 million	
Outcome Indicators			Baselines (2013, unless noted)	Targets (2017)
1. Number of countries reporting progress in implementing national volunteerism frameworks (i.e. national development plans, policies, legislations)			52 countries (2012)	70 countries
Outputs (UNV provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNV)		Baselines (2013, unless noted)	Targets (2017)
Output 2.1 Knowledge based on the value/contribution of volunteerism to peace and development results is expanded	2.1.1	Number of State of the World's Volunteerism Reports published	1 report	3 reports
	2.1.2	Number of UNV-supported studies on volunteerism in peace and development published annually	10 studies	15 studies
Output 2.2 Increased capacities of countries (Governments, civil society and volunteer involving organizations) to foster volunteer engagement at the national and global levels	2.2.1	Number of UN General Assembly resolutions that reference the value/contribution of volunteerism	4 resolutions	8 resolutions
	2.2.2	Number of Volunteer Involving Organizations (VIOs) partnering with UNV, disaggregated by: a. International VIOs b. National VIOs	544 orgs. a. 28 orgs. b. 516 orgs. (2014)	650 orgs. a. 40 orgs. b. 610 orgs.
Output 2.3 Volunteering schemes established or strengthened at the national and regional level	2.3.1	Number of operational national and regional volunteering schemes supported by UNV	9 schemes	29 schemes
	2.3.2	Number of other ³ volunteers, mobilized through UNV-UN partner joint programmes / projects in national/regional volunteering schemes.	22,500 volunteers	72,500 volunteers

³ "Other" volunteers are those who are not UN Volunteers, but are mobilized by UNV directly or by partners with UNV support.



III. Institutional Effectiveness

UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel ⁴				Resources: \$38 million	
Result Statements	Indicators		Baselines (2013, unless noted)	Targets (2017)	
Result Statement 1: UNV's leadership fosters a working environment in which personnel are better engaged and empowered	1.1	Percentage of personnel surveyed who expressed confidence in leadership and direction (per the results of the Global Staff Survey)	71%	76%	
	1.2	Percentage of personnel surveyed who rate UNV favorably on (per the results of the Global Staff Survey): a. Empowerment b. Engagement	a. 48% b. 71%	a. 53% b. 76%	
Result Statement 2: Human resource management is strengthened to ensure the attraction, development, deployment and retention of a talented, diversified and productive workforce	2.1	Percentage of personnel who are female: a. At all levels b. At P5 and above	a. 59% b. 38%	a. 50% b. 50%	
	2.2	Percentage of annual performance management and development processes completed (i.e., results planning and reporting, professional development and learning, and career development).	94% (2012)	100%	
	2.3	Percentage of total UNV personnel stationed at field level (i.e., regional and country levels)	47%	65%	
Results Statement 3: UN Volunteer management processes, policies and systems are enhanced	3.1	Average time taken for UNV to: a. Submit potential volunteer candidates to partner UN entities (upon approval of a volunteer description of assignment) b. Deploy a UN Volunteer (upon confirmation of selected candidate from the partner UN entity)	a. 18 days b. 50 days	a. 14 days b. 42 days	
	3.2	Percentage of female UN Volunteer candidates proposed to UN entities	30%	50%	
	3.3	Percentage of UN Volunteer candidate selections (excluding Fully Funded UN Volunteers) accepted by partner UN entities at first submission	65%	75%	

⁴ 'Personnel' refers to all HQ staff as well as field personnel – which includes UN Volunteers serving within the UNV Field Units.



Results Statement 4: Results based management at all levels of UNV is improved (including programme effectiveness, planning, reporting, monitoring and evaluation)	4.1	Percentage of UN Volunteers providing a results-based focused annual report on their individual contributions to partner UN entities results (i.e. through the Volunteer Reporting System)	56%	80%
	4.2	Percentage of UNV projects and programmes fully complying with standard UNDP monitoring procedures	21%	100%
	4.3	Implementation rate of UNV evaluation management responses	38%	100%
Results Statement 5: Resource mobilization partnership base diversified and expanded	5.1	Amount of UNV programme finance resources mobilized, including: (a) the Special Voluntary Fund, (b) cost sharing, (d) Trust Funds and (d) fully funded UN Volunteers	\$17.7 million	\$50.0 million
	5.2	Number of countries/non-UN entities financially partnering directly to UNV, disaggregated by: a. UN Member States b. Other non-UN entity partners (Foundations, private sector corporations, etc...)	33 partners a. 26 b. 7	66 partners a. 52 b. 14
Result Statement 6: Strategic communications lead to improved awareness of the value of UNV and volunteerism among targeted partners and stakeholders	6.1	Reach by UNV to its targeted stakeholders through: a. UNV website b. UNV social media channels c. Conventional media coverage (i.e. TV/print/web media articles)	a. 2,258,864 visits b. 248,056 followers c. 2 TV interviews per annum/ 5 print interviews per annum/60 web articles per annum	a. 3,500,000 visits b. 320,000 followers c. 3 TV interviews per annum/ 7 print interviews per annum/80 web articles per annum
	6.2	Percentage of partners perceiving UNV as valuable to their organization	96% partners	96% partners
Result Statement 7: Operational support is more effective and efficient for (i) UNV programme delivery (through ICT, financial management and administrative services) and (ii) the UN system in Bonn	7.1	Percentage of total UNV expenditure related to management activities (Management Efficiency Ratio)	11%	8%
	7.2	ICT support service effectiveness, measured through the percentage of: a. ICT helpdesk requests resolved within three working days b. Time that all ICT core services are operational and fully functioning c. Time that UNV volunteer management applications are operational and fully functioning (including the scheduled maintenance downtime)	a. 85% b. 95% c. 90%	a. 90% b. 97% c. 95%
	7.3	Percentage of procurement cases completed according to the UNDP standards a. Micropurchasing below USD 5,000 – 17 to 41 days b. USD 5,000 to USD 99,999 - 27 to 105 days c. USD 100,000 and above - 41 to 110 days	a. 70% b. 70% c. 70% (2014)	a. 90% b. 85% c. 85%
	7.4	Percentage of UN entities in Bonn reporting satisfaction with common services	94% (2014)	96%



IV. Theory of Change Statement for Outcome 1

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

Analysis

The most tangible way in which UNV supports UN entities to effectively deliver more results is by sourcing, recruiting and managing high quality UN Volunteers in UN programmes, projects and peacekeeping missions. As the majority of UN Volunteers contribute to delivering results integrated in the UN system, it is clearly a challenge to isolate UN Volunteer contribution. Nevertheless, while UNV cannot claim direct attribution for such results, this Strategic Framework attempts to show the linkage between the specific contributions of UN Volunteers and UN entities' results.

As outlined in the Strategic Framework, lessons from the past and an analysis of future opportunities have shown that different partners have been progressively relying on UNV in four areas: (i) basic social services; (ii) community resilience for environment and disaster risk reduction; (iii) peace building; and (iv) youth. UNV will, therefore, focus on these strategic priority areas, where it will allocate the majority of its programme resources – through programmes in which attribution to the achievement of results is more direct.

In 2012, in support of 27 UN entities, UNV deployed over 6,800 UN Volunteers from 159 countries in 127 countries – 81% of these UN Volunteers were from countries from the global South, 21% serving in their own country, and 14% were 29 and younger. Ensuring gender balance in all its operational engagements is a priority for UNV – this is particularly challenging for UNV in fielding UN Volunteers for non-family duty stations, as in 2012, the percentage of female UN Volunteer in non-family duty stations was 30%. During 2005, the number of serving UN Volunteers peaked at over 8,000, which coincided with large peacekeeping missions and a single country programme with some 1,000 national UN Volunteers. Since then, with the closing of some UN missions and the above-mentioned country programme, demand for UN Volunteers has plateaued. Nevertheless, it is clear that over the life of the organization, the long-term trend of UN Volunteers mobilized is upwards.

Assumptions

Key assumptions are that if: (i) UNV improves its forecasting of UN partners' requirements for UN Volunteers, and better mobilizes UN Volunteers through more responsive and innovative solutions; and (ii) volunteerism is integrated within UN entities' programming through the implementation of UNV-UN partner joint programmes / projects in four priority areas of: (a) youth; (b) peace building; (c) basic social services; (d) community resilience for environment and disaster risk reduction; and (iii) the UN Volunteer experience is improved through effective support, including training and learning; then Outcome 1 will be successfully achieved.

Firstly, the level and nature of the contribution to UN entities by UN Volunteers has been documented in several reports. For example, following a request from the UNDP Executive Board for "further analysis to facilitate in-depth understanding of UNV activities and their impact", UNV reported: "The distinctive contributions of the UNV programme, UN Volunteers, and other volunteers associated with UNV, generate a range of outputs that contribute to achieving the MDGs". Particularly in the areas of access to services and service delivery, inclusion and participation, and community mobilization. "UNV brings



authority, legitimacy, neutrality and universality, as well as the potential for scaling up successful initiatives". This report also states that UN Volunteers themselves and volunteerism in general, bring "a solidarity-driven approach to many issues" (Executive Board Report DP/2006/24).

Secondly, in considering the needs of partner UN entities and, as noted above, given that UN Volunteers do make a positive contribution to the mandates of the UN entities in which they serve, it is assumed the demand for UN Volunteers will remain steady or increase in some areas, particularly in the area of youth. In order to increase the overall contribution, throughout the period of this Strategic Framework, UNV will aim to increase the number of UN Volunteers deployed. Given the call in the UN Secretary-General's Five Year Action Agenda, most of this increase will be youth volunteers mobilized through a new Global UN Youth Volunteer Programme.

UNV recognizes that the main factors driving the demands from UN entities for UN Volunteers need to be better understood, in order to better predict and plan for the short-term and long-term demand for UN Volunteers. As the demand for UN Volunteers is in part due to external factors, UNV clearly needs to strengthen efforts to proactively accompany UN entities in their programming with national partners and forecasting of the demand for UN Volunteers, through an expansion and more flexible use of existing modalities and initiatives. Within the same demand-related assumption, it is assumed that UN entities have the funds to recruit UN Volunteers. With funding cuts a reality for many UN entities, and some peacekeeping missions ending their mandate, there is a risk for UNV, as outlined below.

In addition, in order to meet the variety of demands, UNV will add, to its current variety of modalities and initiatives, UN Youth Volunteers and short-term UN Volunteers, and develop/expand innovative engagement of other UN Volunteer initiatives, such as UN Online Volunteers, corporate private sector volunteers, and expatriate national volunteers. This greater scope of volunteer initiatives will both respond better to UN entities' demands and greatly expand the pool of potential UN Volunteers by making the programme more inclusive.

It is assumed that through this expansion of UN Volunteer modalities and initiatives, and the resultant increased inclusiveness, UNV will at least maintain the level of UN Volunteers from the South (at 80%), significantly boost the percentage of UN Youth Volunteers (from 14% to 30%), and while aiming to move towards gender parity for UN Volunteers, UNV will specifically focus in the problematic area of deploying female UN Volunteers to non-family duty stations (from 30% to 35%).

Alongside UN Volunteer mobilization is the UNV work on integrating volunteerism within UN entities' programming, through the implementation of UNV-UN partner joint programmes/projects focused in four priority areas. Based on the global context outlined in the Strategic Framework, UNV's efforts and programme resources are focused in these areas in order to make a transformational and cumulative impact on the lives of people. UNV will work through global, regional and country programmes and projects to deliver its results, in accordance with the individual requirements of programme countries

Finally, a key element of the theory of change for Outcome 1 is that UNV offers value-driven global citizens an opportunity to engage as volunteers in the work of the UN. Effectively harnessing the energy of these individuals and then supporting them in their volunteer 'experience' is critical to the delivery of impactful results. Only with empowered and sufficiently resourced UN Volunteers is it possible for UNV effectively to deliver on its mandate.

In order to meet the demand, UNV will have to ensure that the highest quality UN Volunteers are mobilized, well-managed and supported throughout their UN Volunteer assignments. This implies more



targeted outreach, enhanced capacity for UNV Field Units, increased support to host UN entities, and enhanced information technology systems and processes for more efficient and effective management of UN Volunteers. This focus also means improved UN Volunteer learning through a new volunteer learning strategy.

Key Risks

Risks	Management
UN entities have insufficient funds for UN Volunteers in their programmes	Funding reductions to UN entities will further lead UNV to be more client-focused for partner UN entity needs. It will focus on better articulating and communicating the value proposition of UN Volunteers (as outlined in Outcome 1) to UN entities, tailored to their specific needs – especially in youth.
The necessary partnerships and resources for UNV joint programmes and projects is not forthcoming	UNV is changing the way it enters into programmatic partnerships with development partners and UN entities. With a new programme focus and a much stronger partnership approach in the programme development phase, UNV intends to mitigate this risk.
UNV cannot mobilize the people with the appropriate skills to be UN Volunteers, and find the required type of UN Volunteers to meet the demand	As new UN Volunteer solutions are developed, UNV will be innovatively looking at how it engages with global citizens who would like to contribute. This may include specific recruitment drives with civil society groups, academic institutions/professional bodies with which UNV has not engaged in the past.

V. Theory of Change Statement for Outcome 2

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

Analysis

The past decades in development have demonstrated the following, which should be strongly considered and highlighted as a springboard for the future:

- People and communities are the levers of change who can and do affect peace and development challenges;
- Regardless of how well a country does or how fragile it is, when communities and civil society are permanently and positively engaged – and take responsibility in support of national efforts -- development actions are more effective; and