

We are
**inspiration
in action**

**VOLUNTEERS
FOR EVENTS
(V4E)**

Blueprint

CONTENTS

1.	INTRODUCTION	1
2.	PURPOSE	1
3.	ABOUT THE V4E SERVICE LINE	2
4.	UN VOLUNTEERS CORE TEAM	2
4.1.	Selection of Volunteer Field Leader	3
4.2.	UNV Core Team primary functions	4
5.	BEFORE THE EVENT	4
5.1.	PROMOTION AND PARTNERSHIP DEVELOPMENT	5
5.1.1.	Pre-Event Negotiation	5
5.1.2.	Costing Model	6
5.2.	EVENT VOLUNTEERS MOBILIZATION PROCESS	6
5.3.	VOLUNTEER SELECTION AND VENUE ROLE ASSIGNMENT PROCESS	9
5.4.	COMMUNICATION AND LOYALTY-BUILDING STRATEGY	10
5.5.	TRAINING	10
6.	VOLUNTEER MANAGEMENT VIRTUAL PLATFORM	14
7.	LOGISTICS PROCESS	14
8.	DURING THE EVENT	16
9.	VOLUNTEER RECOGNITION PROCESS	17
9.1.	Recognition ceremony	17
9.2.	Objectives	18
10.	LEGACY PROJECTS WITH IMPACT ON THE SDGS	18
ANNEX 1:	IMPACT AND CALCULATION OF V4E VOLUNTEER MANAGEMENT PROGRAMME	19
ANNEX 2:	KEY TERMS	22
ANNEX 3:	LIST OF ACRONYMS	22

**INTRODUCTION**

The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. UNV has the capacity to rapidly mobilize large numbers of skilled volunteers to support UN partners and governments, in cooperation with other International Organisations (IOs), Volunteer Involving Organisations (VIOs) and Non-Governmental Organisations (NGOs).

In order to actively involve more qualified UN Volunteers in development programmes, UNV makes available specific service lines to facilitate the prompt, target-driven mobilization of UN Volunteers across UN entities. The service lines are sets of standardized assignment schemes that shape UNV's commitment to the UN global development and peace agenda. The 'Volunteer for Events' (V4E) Service Line is one of UNV's service lines that channels the skill and energy of qualified volunteers in the pursuit of peace and development worldwide.

Contributions towards the Sustainable Development Goals (SDGs) are often driven through conferences and events, thereby leading to sustainable development, poverty reduction, improved health and well-being, youth empowerment, climate action, disaster prevention and management, social integration, humanitarian action and peacebuilding, inter alia. Such events rely on hundreds or even thousands of volunteers to support organization, operational management, and to fill frontline substantive roles. Volunteerism on this scale holds the possibility of creating a legion of citizens committed to the SDGs while maximising civic engagement.

V4E Service Line is distinct among other solutions provided by UNV because of the mobilization of large numbers of volunteers to support the event organisers. As every event is unique in terms of theme, size or length, there will be important differences for the implementation, particularly the number of volunteers mobilized to perform certain tasks.

**PURPOSE**

This document guides UNV Field Units, Regional Offices, and when relevant, Host Entities to implement the Volunteers for Events (V4E) Service Line in the business development and implementation phase.

The document is based on lessons learned and recommendations from past large-scale events that were supported by UNV, like Lima Climate Conference (COP 20, 2014), Lima Annual Meeting of the WB/IMF (2015), Bonn Climate Conference (COP 23, 2017), and Pan American Games (2019). It is designed to support the smooth and efficient implementation of the UNV's service to provide excellent assistance to priority partners (UN Entities and the Member States) and to the volunteers themselves.



ABOUT THE V4E SERVICE LINE

The V4E Service Line is a professional, systematic approach to volunteer mobilization and management for national, regional and international events organised by UN Entities and/or the Member States. It includes a trained Core Team of UN Volunteers to handle various substantive, technical and logistical arrangements to ensure successful mobilization and management of Event Volunteers.

A service V4E package includes:

- a. Tailored solution for promotion and partnership development;
- b. The V4E methodology (UNV's signature volunteer management model);
- c. Training process oversight (in-person and bespoke virtual volunteer management platform);
- d. Communication and logistics strategy.

The V4E blueprint has essential characteristics: inclusivity, versatility, a dynamic formation, while at the same time a developer of citizenship and social capital.

The impact of V4E blueprint is significant. At a qualitative level, the ample satisfaction of the beneficiaries shows the great quality achieved. At the quantitative level, the methods of approximation (cost-effectiveness and cost-benefit) show the positives of the impact (See Annex 1 for more details).



UN VOLUNTEERS CORE TEAM

A UNV core team to implement the V4E service line consists of a number of on-site and online UN Volunteers who mobilize, train, support and manage a network of additional local, short-term volunteers for large-scale events. The composition of UNV event teams is adapted to partners' needs. Some of the roles that could be attributed to the UN Volunteers in the core team are human resources, logistics, systems engineering, procurement, risk management, communications, knowledge management, etc.

The following considerations for the selection and coordination of the UNV Core Team are recommended:

EXCELLENT JOB ENVIRONMENT

Encourage teamwork and shared pursuit of results, emphasizing that success occurs at group level rather than at individual level;

Operate under horizontal work dynamics, with clear tasks focused on achieving results, delegating responsibilities, and training specialists to fulfil their duties;

Hold weekly team meetings;

Maintain a friendly and united atmosphere within the office, while keeping in mind that it is a workspace where results are expected.

ENSURE INCLUSIVITY

Each UNV must be aligned with the value and principles of the volunteer group and the United Nations;

Take into account the different types of disabilities of volunteer candidates in the design of the methodology, providing variants to adapt the learning experience to all types of public;

The Forcamps should be trained to treat people with disabilities properly;

Make sure that venues are accessible to people with disabilities and plan the logistics accordingly;

Make sure that pedagogical materials are accessible to people with disabilities or have alternative materials if the situation requires it. (e.g., alternative materials/strategies for PPT presentations, questionnaires, and games).

DISTRIBUTION OF WORK AND RESPONSIBILITIES

Consider the previous experience of the team and, above all, demonstrate the impact of its contributions;

Design differentiated terms of reference to allow for optimal selection of the team members and to highlight common and specific tasks that will be developed at any time;

Each UNV has volunteer experience;

Emphasise that the work requires a high level of precision and will require working under a lot of pressure.

A UN Volunteer is selected as the team coordinator and acts as a focal point for the host agency.

4.1. Selection of Volunteer Field Leader

Volunteer management is decentralized by having volunteer leaders who perform monitoring duties. Skills related to communication and teamwork are essential for training requirements. This volunteer requires additional training for the fulfillment of extra duties beyond those expected.

Consider the following when selecting a Volunteer Field Leader:

- Commitment to service;
- Strong communication skills;
- Previous experience in a similar role.

4.2. UNV Core Team Primary Functions

I. Technical Assistance

- a) Procurement;
- b) Logistics;
- c) Event management.

II. Mobilization recruitment and coordination of volunteer training.

5

BEFORE THE EVENT

UNV identifies eight stages of the V4E volunteer management cycle. Some stages may overlap, and others operate cross-sectionally.

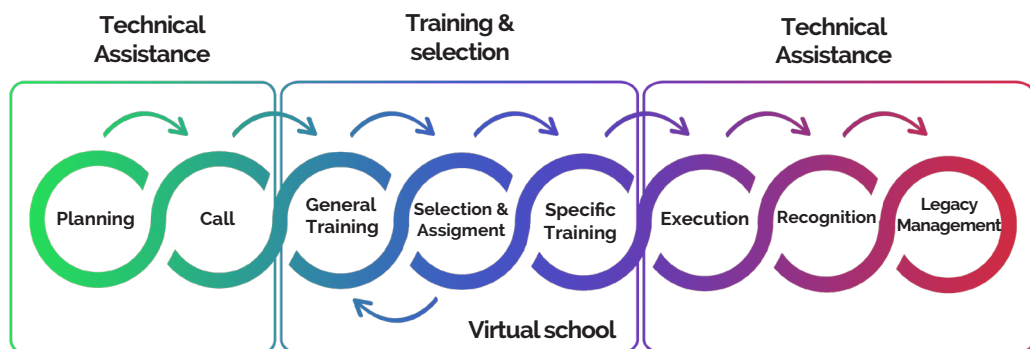


Figure 1

Volunteer Management Programme for Large-scale Events

ABOUT THE COUNTRY	BASIC CONCEPTUAL FRAMEWORK	SURVEY RESULTS
<ul style="list-style-type: none"> • Digital gap • Gender equality • Urban concentration • Volunteer desertion • Legal framework 	<ul style="list-style-type: none"> • Sustainable Development Goals • Volunteer motivation • similar past events 	<ul style="list-style-type: none"> • About past experiences at similar events • About past UNV experiences at similar events

About the country: The digital gap will be different in each case; thus, it is necessary to be aware of the possibilities to use virtual platforms. Particularly in countries with important gender inequality, it is recommended to promote women’s participation in the events. Regarding urban concentration, it is essential to be aware of how access to the venues is made and the public transportation situation. On the other hand, determining the desertion rate will be necessary to calculate the number of volunteers called and volunteers trained. Finally, it is advisable to conduct a detailed analysis of the legal framework of each country, both regarding volunteer work and staff employed.

Basic conceptual framework: It is essential that both the core team and the event volunteers recruited for the event are familiar with the SDGs. Additionally, it is relevant to know the motivation levels of volunteers in general terms and regarding the event.

Survey results: To have a better understanding of the key aspects that will be encountered during technical assistance, as well as the problems that may arise, it is recommended that the core team becomes familiar with the surveys conducted during similar past events, which were held either with or without UNV's technical assistance. Moreover, it is important that event volunteers and the core team members respond to the surveys before (to find out the knowledge and expectations of volunteers) and after (to determine the impact of volunteers and to collect feedback for the future use of the UNV model) the event.

5.1. PROMOTION AND PARTNERSHIP DEVELOPMENT

The promotion of the V4E Service Line and partnership development in different regions, follow UNVs corporate distribution of responsibilities. UN partners and governments' engagement in organised events is under the direct coordination of UNV regional and focal points in UNV country offices with the provision of relevant support by UNV offices in Bonn and New York.

At this stage, the development of strong partnerships and institutional alliances for planning the V4E programme, which includes pre-event negotiation, is conducted by the UNV core team. Important elements to market and promote to the host agency are a signature V4E management model using a custom virtual volunteer management and training platform.

5.1.1. Pre-Event Negotiation

UNV's value proposal should be communicated very clearly to the partners; this includes the advantages of working with UNV due to its deep understanding of volunteer group management evidenced by work undertaken at global, regional and national levels.

The initial contact with potential partners involves a proposal submission aligned with the United Nations Development Assistance Framework (UNDAF) to the host agency. This highlights the advantages of working with UNV and makes clear the collaborative interaction between the host agency and UNV. The host agency receives the UNV team, completes the administrative procedures, and monitors contract deliverables. The volunteer programme is delivered solely by the UNV using the V4E methodology.

The establishment of the budget is critical and determined primarily by the number of volunteers and the number of days of volunteer participation. Each event is considered a project and needs adequate financial support to sustain it. The following costing model is recommended.

5.1.2. Costing Model

1. **Cost-recovery for Volunteer Management** – Attributable to the UN Volunteers in the Core Team.
2. **Direct Project Costs (DPC)** – Costs directly linked to project budget achievement of each event.
3. **General Management Support (GMS)** – Incurred by UNV as a function and in support of its other resources funded activities, projects, and programmes; it can not be traced unequivocally to specific event activities.
4. **Country Office Support Costs** – Percentage charge (2.5%) applied on a monthly payroll, aimed at paying support and services provided by the United Nations Development Programme (UNDP) in country offices.

Please remember to scope a generous budget for running the Virtual Platform.

At the point of contract agreements, it is recommended to coordinate a meeting where multiple representatives are presented with pertinent information for review and final consensus.

5.2. EVENT VOLUNTEERS MOBILIZATION PROCESS

There are three central stages in any V4E Programme:

a) Call for Volunteers, b) Training, and c) Management in field/During the event.

a) Call for volunteers

b) Training

c) Management in the field/during the event

The planning process of the event project is complex and varies in specific characteristics. Important considerations are the number of volunteers recruited and the volunteers' start date.

The following issues must be addressed during the planning process:

TEAM ACTIVITIES	COORDINATION	BUDGET
Planning all team activities, in various work areas.	Establishing direct and smooth coordination with	Preparing the actual budget and allocating it by work area.

¹ Specifically, for COP 25, the total cost of the platform was \$40,000 USD. They are multiple service providers available to design dedicated solutions for volunteer management. For past events (COP 23, COP 25, and the Pan-American Games) UNV collaborated with VIDORF (<http://www.vidorf.com/>) to develop the volunteer management platform.

Team activities: The team coordinator is responsible for leading the planning process with the help of the entire core team. Likewise, it is important to set targets of participation of people with disabilities across the programme.

Coordination: It is advised that in addition to designing and establishing communication channels with those involved, invite them to participate in the planning to obtain feedback and suggestions and to obtain agreement with the planned activities.

Budget: The budget is agreed together with the partners, and the actual budget and efficient expenditures require visits to the field unit to collect information for each work area. The number of volunteers determines the budget required. The simplest way to calculate the budget is by multiplying the number of volunteers by the average cost-effectiveness value (\$179.23 USD). For example, for an XL-size event, in which 5,000 to 10,000 event volunteers are required, an amount between \$896,150 USD and \$1,792,300 USD would be necessary. The timeline is considered an important role in conducting this process. Table 1 shows volunteers and time requirements according to event size.

Table 1: Volunteers and Time Requirements by Event Size.

Event type (size)	S	M	L	XL
Number of volunteers trained	200 - 1,000	1,000 - 2,000	2,000 - 10,000	10,000 - 20,000
Number of event volunteers	100 - 500	501 - 1,000	1,001 - 5,000	5,001-10,000
Number of UN Volunteers Core Team	2-3	5-10	10-20	20-25
Length of UN Volunteer assignments	Min 3 months before the event date	Min 6 months before the event date	Min 12 months before the event date	Min 12 months before the event date

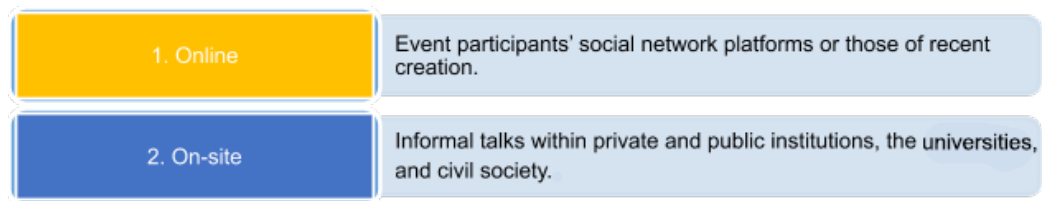
Recruitment call for volunteers

The call for applicants' phase of the V4E programme is crucial and involves ongoing coordination with the partners and the establishment of diverse and effective channels of communication, such as social networks or telephone numbers.

First, the design of a call for applications begins with a defined identity in coordination with the stakeholders. Among these, we propose universities, institutes, and colleges stand out, not only because they are study centres for thousands of young people, but because they can become training centres.

Besides, building a solid network of stakeholders involved in the proper development of the volunteer programme is a key point in order to organise events with potential volunteers or to save resources, especially in the call for applicants' stage. Second, it is important to outline the allocated budget beforehand, as well as the anticipated time for this process. Finally, the essential characteristics of recruited volunteers must be defined.

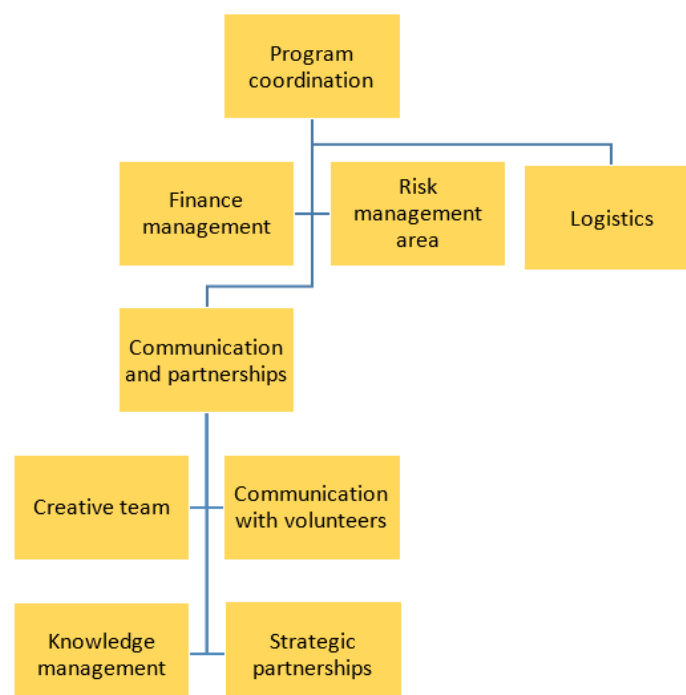
Two primary ways to reaching potential volunteers are:



For the promotion and recruitment stage, it is important to consider the following recommendations:

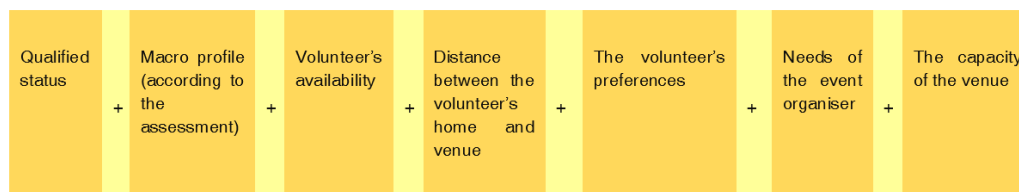
- Be as clear as possible about the 'volunteer path';
- Be precise and clear in sharing information about the rights and obligations of the volunteer;
- Communicate appropriately, reinforce how participation is a worthy experience;
- Plan for dropouts, as not all of those signed-up will make it to the training.

Figure 2: Recommended organizational chart for promotion and call for applicants



5.3. VOLUNTEER SELECTION AND VENUE ROLE ASSIGNMENT PROCESS

After incorporating the assessment into the large volunteer database, the following variables are considered when assigning a given position in each venue.



Potential volunteer roles:

<ul style="list-style-type: none"> • Conference clerks • Conference room assistants • Conference services assistants • Data entry clerks • Document distribution clerks • Exhibit assistants • Facility clerks • Giveaway distribution clerks • Greeting ambassadors 	<ul style="list-style-type: none"> • Headphone distribution desk clerks • Helpdesk assistants • ICT clerks • ICT support assistants • Information desk clerks • Information desk support assistants • Lost and found assistants • Media information desk clerks • Press conference assistants 	<ul style="list-style-type: none"> • Protocol assistants • Registration and accreditation assistants • Registration desk clerks • Secretaries • Shuttle station assistants • Side event and exhibition assistants • Social media assistants • TV and radio assistants • Ushers • Wardrobe assistants
---	--	--

By using the virtual volunteer management platform, assignment to positions is faster and more precise. Volunteers are automatically notified of the position being offered and they may choose to accept it or not.

Prior to assignment of positions, clearly identify the roles suitable for individuals with disabilities; obtain their input early to prevent communication barriers.

5.4. COMMUNICATION AND LOYALTY-BUILDING STRATEGY

During the volunteer programme, four channels of communication with the volunteer are suggested:

- Social networks;
- SMS or text messages;
- Phone calls;
- E-mail.

These communication methods are crucial to inform and motivate volunteers. One strategy is to use digital media (photos and videos) from the first day of training. The photos and videos are uploaded and shared on the communication channels the same day, keeping the volunteer network up-to-date and interactive. Plan for a photographer/videographer and an editor to be available daily.

To build an active community of volunteers, it is crucial to develop and strengthen the identity of the Volunteer Programme from the first call for volunteers until the volunteer recognition event.

It is important to be careful with the words and images that are used to communicate with the volunteer.

During the period between the first training and the first day of the event, it is advisable to organise 'warm-up meetings' related to the theme of the event. These meetings are also useful to raise awareness of the importance of the volunteers.

The community's development can also include initiatives related to the SDGs. In other words, it can create a network of volunteers who are interested in the SDGs.

The interaction with volunteers should be friendly, keeping in mind that they are donating their time and energy voluntarily and without any obligation. It is important to show respect, empathy, and appreciation for diversity.

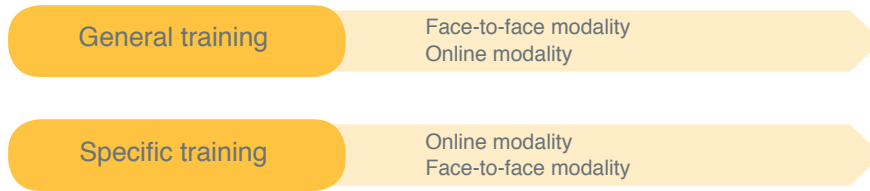
5.5. TRAINING

The training is divided into two parts: 'General' and 'Specific' training. Both the general and specific training are made up of face to face learning and online learning.

The 'General' training session content includes the event information, the principles of the volunteer group and the SDGs related to the theme of the event. All eligible candidates are invited to the first 'General' training which will last a minimum of four hours.

The 'Specific' training will focus on the roles performed by the volunteers, familiarity with the event's venue and the procedure to recognize and resolve potential emergencies equivalent to the responsibilities of a volunteer's role.

Figure 3 Training Methods

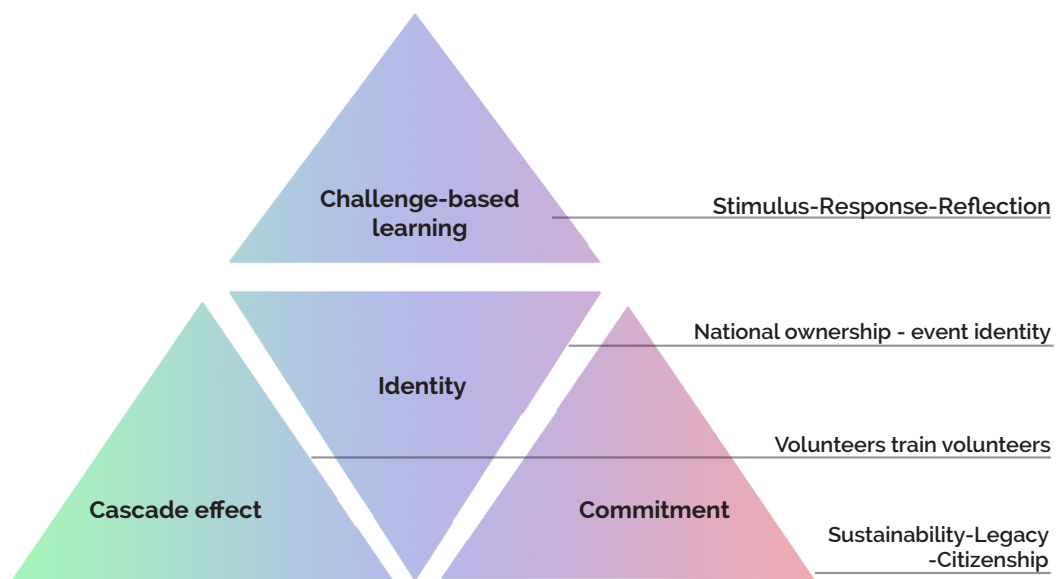


The V4E training is characterised by a modified version of the cascade model where volunteers train volunteers, based on ‘learning by doing’ practice scenarios (challenge-based learning). Subsequent volunteer training though is delivered by a ‘pairing’ system (senior trainer plus new trainer) to ensure proper monitoring and assessment of activities to prevent dilution of information transfer.

Training must be adaptable but maintain UNV’s distinctive branding identity event after event underpinning a commitment to sustainable development by embracing diversity and equality (Figure 4).

Ensure training supports the learning needs of participants with a potentially wide range of disabilities. Training methods shall be flexible to provide the same quality content, fully accessible to people with and without disabilities.

Figure 4 UNV’s Training Methodology outline



The training methodology creates a space for reflection about the social situation. The SDGs related challenges given to the participants empower everyone’s actions by facilitating dialogue and team spirit.

Assessment Model

It is considered that for any big event, four macro functions or flat structures can be identified in order to establish the volunteer’s role during the event:

- Service & Orientation;
- Logistics;
- Technology & Communication;
- Oversight of Security & Health.

The following diagram shows what these macro functions are based on. Four competencies through 10 criteria are assessed during the general or specific training, whether it is in-person training or online training. The competencies are:

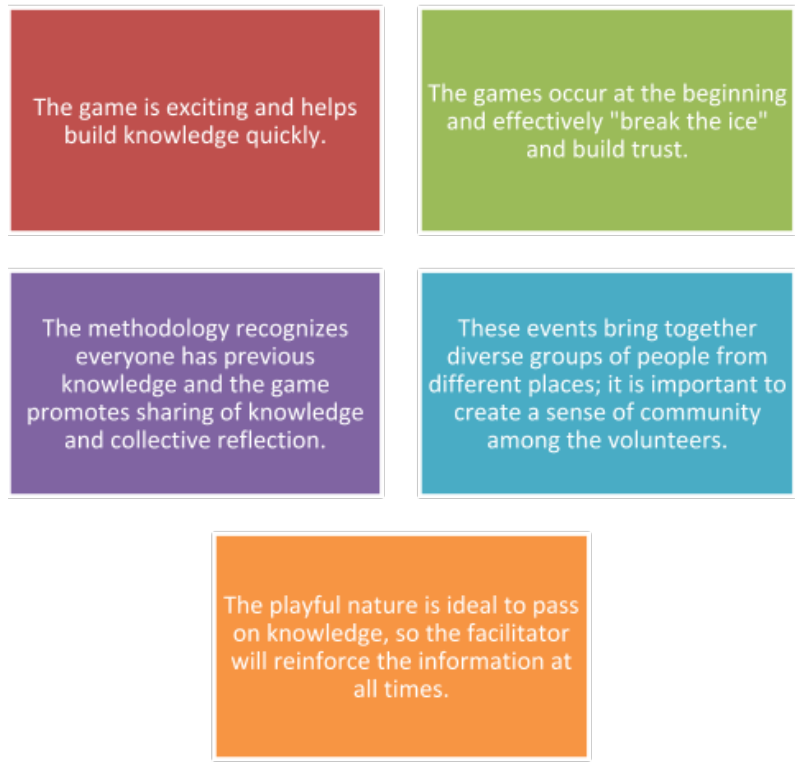
- Hospitality;
- Teamwork;
- Participation;
- Leadership.

Figure 5 Outline for the assessment of volunteers’ competencies



It is worth noting that, the content of the training goes through different validation processes. It is a specific process when working within the framework of a United Nations event like the COP with a thematic connection to the SDGs. When working with governments or private sector partners, the content should be coordinated and ratified by the partner. In this way, the content is enriched and should fulfil the expectations of both parties.

The playful nature of the assessment puts everyone on the same level, making people depend on each other. The following diagram illustrates a few considerations for a lively (based on games and challenges) training of event volunteers:

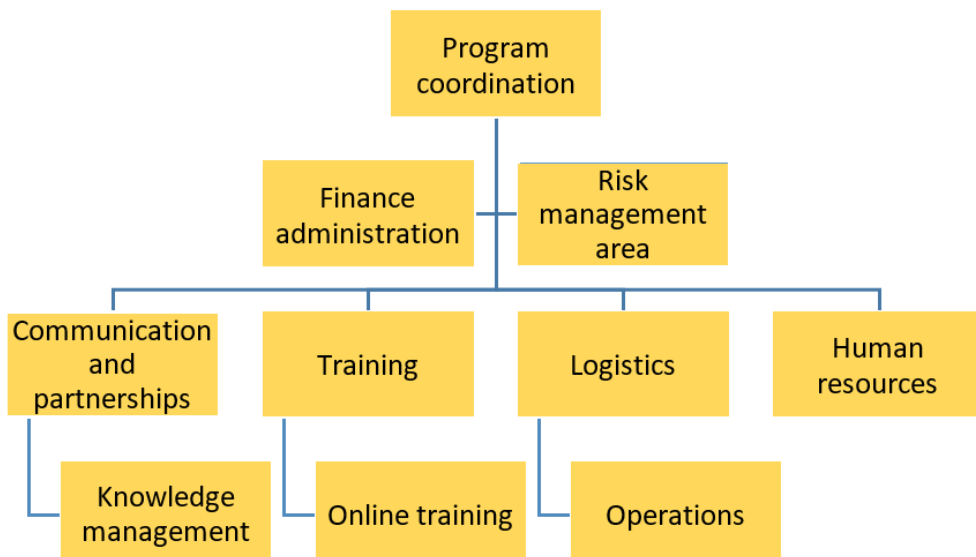


The session leader/facilitator is not a “teacher,” but he/she builds on the knowledge base shared by and extracted from the group.

The United Nations cultures a safe and inclusive space, where everyone shares, and everyone learns.

Finally, at the on-field stage, it is important to have sustainable and high-quality materials that can be adapted to the provided training.

Figure 6 Suggested organizational chart during volunteer training and assessment



6

VOLUNTEER MANAGEMENT VIRTUAL PLATFORM

The incorporation of new technologies in the management of volunteer programmes for large-scale events has had very good results, since it simplifies the process and makes it more flexible, not only for the administrator's role but also for the applicant's user experience. The virtual platform should have the following functions:

- A record of the volunteer's information;
- A method of contact with the volunteer;
- Visualization of time and date availability for volunteer's training;
- Distribution of UN Volunteers in training classrooms (training stage);
- Assessment and recording of observations of the candidate's performance during the training day;
- Area for the collection of information through questionnaires;
- Monitoring of attendance and activities completed by the volunteer;
- Control of permissions (e.g., for minors);
- Distribution of volunteers on-site (during the event);
- Area or tab for frequently asked questions (FAQ) and a forum.

One of the latest updates of the Platform includes the possibility to download a mobile app and to generate a QR code, in order to speed up the registration process. Also, the event organizers may be able to create an international volunteer database that can be used to promote United Nations projects and encourage people's participation in initiatives that impact the SDGs. Also, the organization must be aware of the technology already available in the market, such as PDF readers that visually impaired people already use. Similar considerations apply to all training material developed for the Volunteer Management Virtual Platform.

7

LOGISTICS PROCESS



Designing the operative plan

To guarantee the operational success of the event, different strategies should be developed to comply with the process of procurement. If the logistics are run through a UN entity, a procurement framework should be provided and followed.

³ For COP 23, COP 25, and the Pan-American Games UNV, the external provider (<http://www.vidorf.com/>) developed the virtual platforms for volunteer management. They are multiple service providers available to design dedicated solutions for volunteer management. A comprehensive list of providers is available in the V4E Market Analysis developed under the Volunteers for Events project in 2018.

To guarantee the operational success of the event, different strategies should be developed to comply with the process of procurement. If the logistics are run through a UN entity, a procurement framework should be provided and followed.

In other instances, the following points must be considered for successful event logistics:

- Receive training in the area of procurement and finance;
- Creation of supervision strategies;
- Market research to identify suppliers;
- Timeline for requesting offers, contracting and payments;
- Designing and managing the different processes;

Once all the requirements of the teams are established, a timeline must be designed to consider all the steps in the implementation strategies in the areas responsible for carrying out field visits, market research, procurement management, and cost.

Strategy for working with suppliers

The different processes for procurement and contracting are coordinated with the parties responsible for the acquisition. Consider the following when planning:

- Delivery times;
- Payment method;
- Quality of the products and services;
- Analysis of the economic context.

Awareness of the global economic forecasts for the country regarding inflation projections and exchange rates can help in planning preventive measures to minimize risk on procurement and contracting plans.

Legal framework for procurement and contracting

Each country may have different legal frameworks, ranging from very flexible to complex structures with bureaucratic restrictions. The following planning activities are recommended:

- Conduct a thorough review of the laws and regulations of procurement and recruitment in the country.
- Hire professionals with knowledge and experience in logistics and the legal framework for procurement and contracting in the country to be part of the core team.

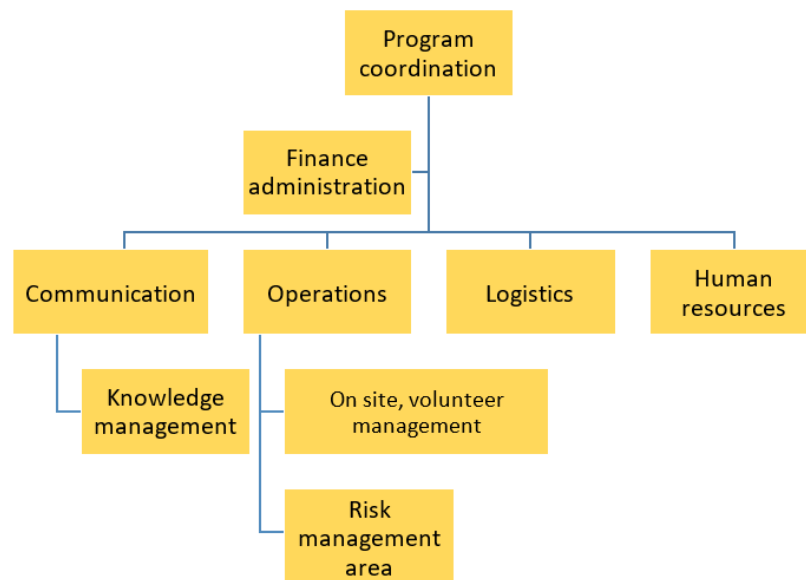
8

DURING THE EVENT

The UNV core team is on the ground during the whole event and supervises different groups of volunteers in collaboration with the area managers or coordinators appointed by the event organizers. The event volunteers provide help during the event in shifts of no longer than 6 hours.

The structure of the UNV team depends on the number the event volunteers and how they are distributed in each venue according to their tasks and timeframe. Nevertheless, UN Volunteers are the main links between the functional and the logistics areas. A scheduling system and good communication between UN Volunteers and event volunteers supervised is critical.

Figure 7 Suggested organisational chart for volunteer management during the event



Similarly, even though most volunteers will follow the protocol set out during the specific training session, incidents or conflicts involving the volunteers may arise. In these cases, the UNV needs to be prepared to deal with these situations and will provide an agreeable solution that is suitable for all parties.

Volunteer management requires a chain of command and clear distribution of roles, and involves the following strategies:

Infrastructure and attention:

- Establishment of break areas;
- Ensuring the presence of medical services;
- Effective organization, reception, and the kick-off of volunteer activities;
- Food distribution in accordance with the demands of the event;

- Ensuring the effective implementation of volunteers with disabilities by making sure they have access to all the services they need;
- Venue accessibility must be considered;
- Risk assessments and management guidelines must consider people with disabilities;

Teamwork

- Response protocol for different incidents;
- Preparing and monitoring schedules;
- Immediate communication strategy with volunteers;
- Paying attention to volunteers coming from abroad, since they do not know the city;
- Volunteer handbook information should be accessible to all volunteers; it is important to determine in which languages the documents will be printed or whether they will be available in other formats as well (e.g., accessible to visually impaired people);

Volunteer's motivation

- Providing rewards for volunteers;
- Activation dynamics with volunteers.

**VOLUNTEER RECOGNITION PROCESS**

At the end of the event and as part of the benefits of the Volunteer Programme organised by UNV, a recognition ceremony is held, in which representatives of the stakeholders recognise the volunteers' work during the event. Even though this is one of the last activities, it needs to be planned previously along with the other activities. Mainly to commit the "authorities" [host agency] related to the event to be present at the ceremony.

The recognition ceremony is a great opportunity to recognise and reward those projects conceived after the event that has an impact on the SDGs.

9.1. RECOGNITION CEREMONY

- a. Have a venue that provides catering and security services, is adequate for the number of people, and has a pleasant atmosphere;
- b. Invite representatives of the different institutions that collaborated significantly during the project's development;
- c. Establish a date when the highest representatives of the organisation could attend the event;
- d. Make sure the venue is accessible to volunteers with disabilities;
- e. In recognition ceremonies, all diverse groups should be represented.

9.1.2. OBJECTIVES

- a) Recognise the efforts of the body of volunteers that provided support over many days;
- b) Create an unforgettable memory and strengthen ties in a non-work space;
- c) Encourage volunteers to continue participating and contributing to collective action in order to achieve the SDGs;
- d) Award participation certificates.



LEGACY PROJECTS WITH IMPACT ON THE SDGS

Large-scale events at global and national levels are venues for greater citizen engagement in UN entities and Member States' efforts to deliver on the Agenda 2030.

Volunteers mobilized in support of events organized by the UN or by national governments may act as inspired stakeholders in the substantive outcomes of those events, thereby directly contributing to the success of the event, thematically linked to one or multiple SDGs. As champions of the outcomes of the events are contributing to, volunteers will later become critical observers of SDGs accomplishment by their governments, thus SDGs champions in their communities. Creating such a network has a resonating impact.

In parallel to the organization of the event, volunteers will be encouraged to participate in a challenge geared towards developing innovative solutions with an impact on their own communities. Their ideas should address one or several SDGs relevant to the event they supported. These efforts will testify to ways in which volunteers were inspired by the global event to make every-day changes in their own lives. Following specific criteria, "most spirited" volunteers will be identified and between three and five will be selected for their enthusiasm, dedication and going beyond the call of duty to become SDGs *community ambassadors*.

Besides providing support in the organisation and during the event, it is recommended to encourage volunteers to develop innovative solutions to address critical development problems in their own communities.

Volunteers who served at the event will remain connected through the social media platforms which will constitute an important part of the event's legacy. The platform will be used to document follow-up activities of volunteers as agents of change in their local communities, marking the sustainable impact of the event. Volunteers will be asked to share their success stories and efforts, such as developing SDGs impact projects or holding an information session in their university or workplace. The volunteers are likely to be ambassadors for the event/ conference and the SDGs in their communities and to be critical observers of the global engagement to learn, innovate and share ideas, celebrate cultures, and work together on achieving the SDGs.

Certainly, the impact could vary according to each project for example, due to its theme, events such as COP 20 and COP 23 had a special impact on SDG 13: Climate action, while Habitat III on SDG 11: Sustainable cities and communities.

The following targets should be observed while implementing the V4E model during any large-scale events with impact on the SDGs:

SDG	Target
SDG 5: Gender equality	5.1 “End all forms of discrimination against all women and girls everywhere”: Gender discrimination was addressed during the general training, which allowed all training classrooms to discuss the issue, generating debate and raising awareness of the importance of gender equality to become a fair and just society.
SDG 5: Gender equality	5.2 “Proportion of women in managerial positions”
SDG 10: Reducing inequalities	10.2 - “Empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or another status”
SDG 12: Responsible consumption and production	12.8 “By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature”.

ANNEX 1: IMPACT AND CALCULATION OF V4E VOLUNTEER MANAGEMENT PROGRAMME

IMPACT

The V4E methodology’s impact analysis seeks to measure the efficacy, efficiency and, in a more general sense, the benefits of using UNV’s technical assistance. The following diagram illustrates the advantages of each analysis approach.

Cost-effectiveness Analysis

It raises awareness of the impact on the beneficiaries.

Cost-benefit Analysis

It measures the Net Social Benefits that are generated.

Counterfactual Analysis

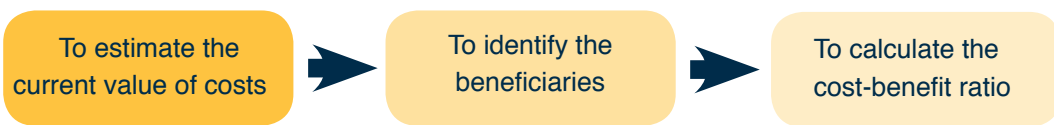
It persuades decision makers to value the benefits when using the UNV model.

CALCULATION

The three basic areas are explained below: (1) cost-effectiveness analysis, (2) cost-benefit analysis, and (3) counterfactual analysis

COST-EFFECTIVENESS ANALYSIS

In order to implement the cost-effectiveness analysis in our projects, the following simple steps are required:



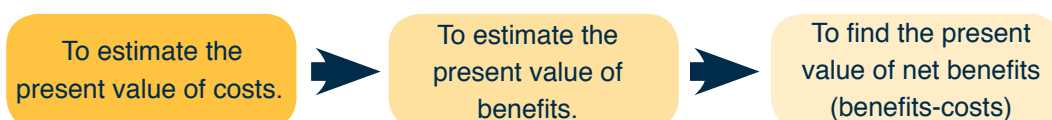
The results of the cost-effectiveness analysis (cost-benefit ratio for V4E Model projects) are shown in the following chart:

Figures used for the cost-effectiveness analysis and the results

Project	Present value in USD	No. of event volunteers	Cost-effectiveness ratio
COP 20	\$79,552.79	1,000	\$79.55
COP 23	\$229,677.00	650	\$353.35
Board of Governors	\$269,848.39	1,050	\$257.00
Habitat III	\$165,817.51	1,200	\$138.18
Lima 2019	\$1,815,628.00	26,670	\$68.08
Average	\$512,104.74	6,114	\$179.23

COST-BENEFIT ANALYSIS

The cost-benefit analysis is a systematic approach to estimating the strengths and weaknesses of alternatives used to determine the best approach to achieving benefits while preserving savings. The following diagram shows the steps of this analysis:



⁴ Cost at social prices.

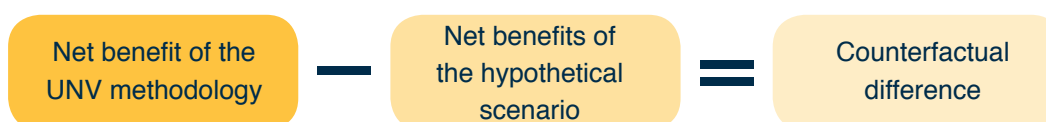
If the present value of net benefits (benefits minus costs) is positive, it is economically justifiable to carry out a project.

Figures used for the cost-benefit analysis and the results

	COP 20	COP 23	Governors Board	Hábitat III	Lima 2019	Average
Assigned budget (US\$)	\$79,552.79	\$229,677.00	\$269,848.39	\$165,817.51	\$1,815,628.00	\$512,104.74
Cost at social prices	\$67,619.87	\$195,225.45	\$229,371.13	\$140,944.88	\$1,543,283.80	\$435,289.03
Direct beneficiaries (qualified volunteers)	1,000	650	1,050	1,200	26,670	6114.0
Direct beneficiaries (volunteers on field)	764	650	711	700	12,000	2965.0
Hours dedicated to training by volunteer	11.0	12.0	21.0	40.0	23.0	21.4
Hours dedicated to work by volunteers	36.0	84.0	84.0	40.0	64.0	61.6
Total hours dedicated to volunteer training	11,000	7,800	22,050	48,000	613,410	140,452
Total hours dedicated to work by volunteers	27,504	54,600	59,724	28,000	768,000	187,566
Value of volunteer training	\$25,366.00	\$17,986.80	\$50,847.30	\$110,688.00	\$1,414,523.46	\$323,882.31
Value of volunteer work	\$85,014.86	\$337,537.20	\$184,606.88	\$86,548.00	\$2,373,888.00	\$613,518.99
Total benefits	\$110,380.86	\$355,524.00	\$235,454.18	\$197,236.00	\$3,788,411.46	\$937,401.30
Net social benefit (Benefit - costs)	\$42,760.99	\$160,298.55	\$6,083.05	\$56,291.12	\$2,245,127.66	\$502,112.27
Net benefit / cost ratio	63.24%	82.11%	2.65%	39.94%	145.48%	66.68%

COUNTERFACTUAL ANALYSIS

The counterfactual analysis consists of outlining a hypothetical scenario and comparing it with the real one. The following diagram shows the formula for the counterfactual analysis:



Figures used for the cost-benefit analysis and the results

Project	COP 20	COP 23	Governors Board	Hábitat III	Lima 2019	Average
Assigned budget (dollars)	\$79,552.79	\$229,677.00	\$269,848.39	\$165,817.51	\$1,815,628.00	\$512,104.74
Cost at social prices	\$67,619.87	\$195,225.45	\$229,371.13	\$140,944.88	\$1,543,283.80	\$435,289.03
Value of volunteer training	\$25,366.00	\$17,986.80	\$50,847.30	\$110,688.00	\$1,414,523.46	\$323,882.31
Value of volunteer work	\$85,014.86	\$337,537.20	\$184,606.88	\$86,548.00	\$2,373,888.00	\$613,518.99
Total benefits	\$110,380.86	\$355,524.00	\$235,454.18	\$197,236.00	\$3,788,411.46	\$937,401.30
Net social benefit (Benefit - Costs)	\$42,760.99	\$160,298.55	\$6,083.05	\$56,291.12	\$2,245,127.66	\$502,112.27
Net benefit / Cost ratio	63.24%	82.11%	2.65%	39.94%	145.48%	66.68%
Net social benefit (Benefit - Costs) Hypothetical scenario	\$5,462.07	\$107,860.20	\$-85,241.51	\$-79,269.51	\$558,260.00	\$101,414.25
Net benefit-cost ratio Hypothetical scenario	6.87%	46.96%	-31.59%	-47.81%	30.75%	1.04%
Counterfactual differential	\$37,298.92	\$52,438.35	\$91,324.56	\$135,560.63	\$1,686,867.66	\$400,698.02
Differential in budget %	46.89%	22.83%	33.84%	81.75%	92.91%	78.25%

ANNEX 3: KEY TERMS

Event Volunteers: They are individuals who respond to the call for applications of an event organizer for a certain event. They are mostly locals - citizens of the hosting city/ country - and their duty of care relies on the event organizer. Minimum requirements to be considered by the duty of care are the following: safe working environment and accident insurance, financial support for transportation, food, and communication means (e.g. phone cards).

Team coordinator: One UN Volunteer appointed as Core Team coordinator. He/she acts as a focal point in the hosting agency.

UN Volunteers in the Core Team: They follow the basic terms and conditions of service, as well as the duties and obligations of the UNV programme as applied to any national and international UN Volunteer under various contract modalities (specialists, youth, university, experts, etc).

ANNEX 3: LIST OF ACRONYMS

COP	Conference of the Parties
DPC	Direct Project Costs
GMS	General Management Support
ICT	Information and Communication Technologie
IMF	International Monetary Fund
SDGs	Sustainable Development Goals
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNV	United Nations Volunteers programme
V4E	Volunteers for Events
WB	World Bank Group

