



International
Labour
Organization

► Evaluation Office



i-eval Discovery



UNV/ILO Partnership on the Measurement of Volunteer Work

ILO DC/SYMBOL: GLO/24/08/UNV

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: 41 countries (20 countries from Africa and Arab States and 21 countries from Latin America and the Caribbean)

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SDG(s): SDG 17: Partnerships for the goal

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Name of consultant(s): Jude Kallick

Name of Evaluation Manager: Tara Prasad Bakhariya

Evaluation Office oversight: Ja Eun Lee

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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Acronyms and Abbreviations

EVAL	ILO Evaluation Office
ICLS	International Conference of Labour Statisticians
ILO	International Labour Organization
ILS	International Labour Standards
LFS	Labour Force Survey
NSO	National Statistics Office
OECD/DAC	Organization for Economic Co-operation and Development/ Development Assistance Committee
RESTAT	Department of Research and Statistics
SDGs	Sustainable Development Goals
SWVR	State of the World's Volunteerism Report
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group
UNV	United Nations Volunteers Programme

Executive Summary

Background & Context

Project's Purpose, Logic and Structure: Building on the previous UNV-ILO collaboration (2017-2022), the UNV/ILO Partnership on the Measurement of Volunteer Work project was developed to further advance the measurement of volunteer work according to international standards, in a context where fewer than 70 countries, mostly in the Global North, have official statistics on volunteering with differing scope, survey tools, and reference periods. The project ran from April 2024 through June 2026, with a total budget of USD 563,992 allocated by UNV. Expected outputs included a standardized global estimation methodology, 2025 global estimates and State of the World's Volunteerism Report 2026 (SWVR) chapter, an updated volunteer work module linked to the ILO Labor Force Survey, technical assistance to at least four countries, two regional workshops, new survey questions on formal/informal volunteer work, and three knowledge products. The project was implemented by ILO Department of Research and Statistics (RESTAT), with knowledge products developed jointly with the ILO Employment Department.

Evaluation's Purpose and Scope: ILO Evaluation Office (EVAL) commissioned this independent final evaluation of the UNV/ILO Partnership on the Measurement of Volunteer Work, conducted from April - June 2026 in accordance with the ILO Evaluation Policy and Results Based Evaluation Strategy. The evaluation's purpose was to serve accountability, learning, and knowledge building, assessing the project against the OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, and sustainability, while examining cross-cutting dimensions including gender equality, disability inclusion, social dialogue, and environmental sustainability, and informing RESTAT's broader strategy for strengthening official national statistics on volunteer work. The evaluation also assessed and provided recommendations on how to further strengthen the collection, measurement, and analysis of data on volunteer work to sustainable development outcomes. The primary users of this evaluation are UNV and RESTAT staff. At the same time, its findings also benefit a broader group, including ILO constituents, civil society organizations, UN entities, donors, and other international organizations working in related areas, and other units within the ILO.

Evaluation's Methodology: The Final Evaluation followed a systematic mixed-methods approach that combined qualitative and quantitative data, triangulated across document review, key informant interviews, workshop participants' survey data. Data analysis was conducted through an iterative process framed by the Evaluation Questions and related Matrix and validated through a preliminary findings workshop with key stakeholders to ensure practical, actionable recommendations. Key methodological limitations included limited availability of secondary data from country partners and the fully virtual nature of interactions, which were mitigated through triangulation of data and did not undermine the validity of the evaluation's findings.

Main Findings

The main findings of this report answered all key evaluation questions based on the evidence gathered and analyzed throughout this process.

- A. Relevance:** The project objectives were strongly consistent with UNV's institutional priorities and ILO's normative mandate to promote and support the measurement of volunteer work, grounded in a series of UN General Assembly resolutions (2015, 2021, 2023) calling on member states to recognize and measure volunteer contributions to the SDGs. Building on the 2017–2022 UNV-ILO partnership, the 2021 Volunteer Work Measurement Guide, and normative foundations established by the 19th and 21st ICLS resolutions, the project addressed a clear global data gap by developing a standardized methodology and promoting the volunteer work add-on module for Labour Force Surveys. While well-aligned with UNV's Strategic Frameworks (2022–2025 and 2026–2029) and ILO's mandate, the project's contribution to country priorities was uneven. While it was direct and practical for countries with existing Labor Force Survey infrastructure, countries with less capacity or experience required a longer path to prepare for the implementation of the module. The project's design was sound for technical outputs and weaker for country-level uptake, as it was not fully aligned with government planning cycles, political priorities, or the varying levels of institutional capacity across countries. Country-level relevance depended on conditions beyond the project's direct control. Implementing the volunteer work module required an active Labour Force Survey, and government or donor funding. The funding available through this project was designed as a small, partial contribution to the much larger cost of the Labour Force Survey's national data collection. This left a missing link between enhanced awareness and country-level action. Gender was addressed through methodologies that disaggregated data and papers that researched specific topics on gender, age, and informal volunteering. However, the project design did not integrate gender-specific objectives, indicators, or dedicated budget allocation.
- B. Coherence:** Project components were coherent for technical and knowledge-generation work, with the methodology, global estimates, Geopoll data, and SWVR chapter well-integrated and disseminated. The project was well-harmonized with relevant international development initiatives, building on the joint UNV-ILO partnership since 2017, and complementing larger efforts such as ILO support to Kenya's Labour Force Survey backed by World Bank funding. Both UN agencies leveraged their comparative advantages effectively. ILO led technical and thematic work and UNV provided policy perspective and visibility, as well as technical expertise on volunteerism. However, UNV's staff and network were not fully leveraged to support country-level advocacy and implementation, with tailored guidance and support.
- C. Effectiveness:** The project made meaningful progress across most of its objectives, with its strongest results in technical and knowledge outputs. A standardized global methodology was developed, drawing on additional data collected from eight countries with support from both ILO and UNV, producing an estimate of 2.1 billion monthly volunteers worldwide, which was articulated in a chapter published in the SWVR 2025. Two regional workshops were held,

reaching 58 participants across 41 countries in Johannesburg (20 countries, Africa and Arab States) and Santiago (21 countries, Latin America and the Caribbean), and generating a clear shift in participants' understanding of volunteer work measurement. All 21 eligible survey respondents reported that the project influenced their thinking or work, with 13 reporting a significant change, and nearly all shared what they learned with colleagues, suggesting the project's reach extended beyond direct participants. Three knowledge products were completed and openly published, covering unpaid care work and gender, active ageing, and informal volunteering, with two dissemination webinars reaching more than 370 participants. However, two objectives were not fully achieved: substantive country technical assistance was only provided to Kenya, falling short of the target of at least four countries. This was due to competing national priorities, Labour Force Survey (LFS) scheduling constraints, limited National Statistics Office (NSO) capacity, and insufficient enabling conditions in many participating countries. The development and testing of new survey questions on formal and informal volunteer work also remained incomplete, as country support did not materialize at the scale envisaged.

Gender and non-discrimination were fairly well-addressed within the project, particularly given that there was no specific strategy, action plan, marker, objective, nor indicator. Sex-disaggregated global estimates were delivered consistently, and the three knowledge products represented the project's strongest contribution to gender equality and non-discrimination: Paper 1 examined women's disproportionate unpaid care burden and its effect on volunteering participation; Paper 2 documented gender gaps among older volunteers; and Paper 3 provided intersectional analysis of gender, disability, education, and unpaid care. Gender was discussed at both workshops as a thematic topic. However, the project design did not include a specific gender and non-discrimination strategy, action plan, markers, objective, nor indicators. Although there was also no communication or advocacy plan or budget, the project successfully utilized ILO and UNV channels, such as websites, knowledge portals, social media, and webinars.

- D. Efficiency:** The total project budget of USD 563,992 was allocated strategically for technical outputs and appropriately under-utilized for the country-level technical assistance which only partially occurred. NSOs were aware that financial and technical support was available to help add the volunteer work module to national surveys. However, this did not translate into broad uptake at the national level. In many cases, countries still faced limited funding for LFS, competing priorities, or survey planning cycles that were not aligned with the project timeframe. The project effectively leveraged internal expertise across the ILO Statistics and Employment teams, UNV, external consultants, and peer learning through south-south cooperation. The monitoring framework was adequate for tracking activity completion, with quarterly reports consistently flagging the country engagement risk starting from the first quarter, but lacking higher-level performance indicators, and beneficiary feedback mechanisms. Although a Steering Committee was planned in the initial project design, it was

reported that the project team determined the Steering Committee was unnecessary given the size and scope of the project and allowed for more efficient implementation.

- E. Potential Impact:** The project's strongest connection to ILO's core principles was through International Labour Standards, directly operationalizing the 19th ICLS (2013) resolution defining volunteer work as a distinct form of work and advancing implementation of the 21st ICLS (2023) distinction between formal and informal volunteering. The project made no documented contribution to tripartism or social dialogue, as its stakeholders were exclusively national statistical offices, government officials, and the two implementing UN agencies. While the contribution agreement did not link the project to specific SDGs, a connection to SDG 5.4.1 on unpaid care work emerged during implementation as an advocacy tool. The project generated useful technical outputs and early signs of contribution, but its design, scope and short timeframe provided a limited basis for assessing longer-term impact. The results framework focused mainly on output delivery, rather than changes in national practice or policy.
- F. Capacity Development and Sustainability:** The project's results showed limited integration into national institutions beyond countries that already had enabling conditions in place before the project began. The clearest example of institutionalization was Brazil's embedding the volunteer work module into its national household survey without project funding. Kenya and Ecuador were at early stages of implementation at the close of the project, and it remains unclear if either country will repeat the module in a future survey cycle. The individual-level capacity was strengthened through workshops, peer learning, webinars, and technical assistance, suggesting potential organizational or institutional commitment may occur in the future. The project's tools, module, measurement guide, and knowledge products remain publicly available on ILO and UNV platforms and have become the empirical and methodological backbone of UNV's 2026 SWVR and its ongoing global webinar series, serving as potential avenues for continued efforts.

Conclusions

The UNV-ILO partnership has been evolving and expanding since 2017. This project was another catalyst in the long trajectory towards a comprehensive understanding of how the world economy functions. It strategically embedded key components of volunteer work into larger efforts with more resources, impact and visibility. The project expanded knowledge and capacity to better understand volunteer work within an economy. Methodological tools have now become the empirical and methodological backbone of UNV's flagship State of the World's Volunteerism Report 2025 and the newly emerging Global Index of Volunteer Engagement. Key project outputs significantly addressed these gender and non-discrimination issues. The lack of clear monitoring, evaluation and learning plan limited evidence available for decision-making and accountability. However, country-level uptake of the LFS volunteer work module was the project's most significant challenge. In the context of a stressed global economy and highly limited country budgets, measuring volunteer work was not a top priority.

Lessons Learned and Emerging Good Practices

Lesson 1: International and national commitments by governments will motivate prioritization and ensure targets will be measured and progress made.

Lesson 2: A strong M&E plan provides evidence to inform decision-making and demonstrate progress

Lesson 3: Articulating a focused strategy with accompanying indicators will facilitate a meaningful integration of addressing gender and non-discrimination issues.

Good Practice 1: Leveraging each agency's expertise and their higher profile efforts leads to impactful value-for-money.

Good Practice 2: Progress occurs over time.

Recommendations

Recommendations 1-3 Measuring Volunteer Work: The UNV-ILO partnership should continue to leverage their expertise and develop strategic projects to deepen understanding of the complexities of the global economy.¹ Aligning with the UN80 Initiative, UNV and ILO should seek to explore, integrate and advocate volunteer work measurements within the category of unpaid work at global, regional and national working groups, conferences, and networks.² While ILO should fully integrate volunteering into all its efforts pertaining to unpaid work.³

Recommendations 4-7 Awareness Raising & Implementation: UNV should continue the iterative process of raising awareness of measurement models, while demonstrating the value of measuring volunteer work through concrete examples.⁴ Particularly with the LFS, UNV should support 2-3 countries annually to employ the volunteer work module.⁵ South-South Cooperation should be designed to enhance efforts by developing cohorts and facilitating learning between countries.⁶ Gender and non-discrimination should be meaningfully addressed at all levels of delivery, ensuring participation and disaggregated data, as well as potential leadership roles or in training guidance where power dynamics should be considered.⁷

Recommendations 8-9 Administration & Monitoring, Evaluation and Learning

All projects should have a theory of change and results framework, even if it is simple, to provide a clear roadmap that strengthens evidence-based decision-making, adaptive management and accountability.⁸ While simplified contracting mechanisms between UN agencies will align with the UN80 Initiative's aim to reduce duplication and strengthen coordination.⁹

¹ High priority, Medium resources, Medium-term.

² High priority, Medium resources, Short-term

³ High priority, Low resources, Short-term.

⁴ Medium priority, Medium resources, Short-term.

⁵ High priority, Medium resources, Medium-term

⁶ Low priority, Low resources, Medium-term.

⁷ High priority, Medium resources, Short-term.

⁸ High priority, Low resources, Short-term

⁹ Medium priority, Low resources, Short-term.

1. Introduction

The International Labour Organization (ILO) Evaluation Office (EVAL) commissioned the independent final evaluation (FE) of the project UNV/ILO Partnership on the Measurement of Volunteer Work (GLO/24/08/UNV), hereafter the “Project”. The Final Evaluation has been conducted from April through the end of June 2026, in accordance with the ILO Evaluation Policy and the ILO Results Based Evaluation Strategy, using the ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations.

2. Project Background

Building on the previous collaboration between UNV and ILO (2017-2022), the Project was designed to further advance the measurement of volunteer work according to international standards and ILO guidance and tools. In the previous partnership, ILO developed new survey tools for measuring volunteer work, technical support to Member States, an e-learning course, and policy work on youth employability. ILO also made an important contribution to the 2022 State of the World’s Volunteerism Report, providing technical support for the chapter on global estimates on volunteer work.

Measuring volunteer work through official statistics continued to be difficult, as only a limited number of countries applied ILO’s recommended standards. Other government-led surveys also tended to focus more on formal, organization-based volunteering, leaving uncounted much of the informal volunteering that occurs directly between people. Fewer than 70 countries, mostly in the Global North, have official statistics on volunteering. Existing approaches also differ widely in scope, survey tools, and reference periods. This makes estimates difficult to compare across countries and over time¹⁰. Outside the most developed economies, where data availability remains limited, significant gaps in understanding volunteering behaviors across contexts persist. The project was implemented in a **context** of growing international attention to volunteering as a development issue, in large part due to the UN General Assembly resolutions calling for better measurement of volunteer contributions, the 2026 International Year of Volunteers for Sustainable Development, and wider efforts to look beyond GDP in measuring wellbeing and unpaid work.

The renewal of the UNV-ILO partnership through this Project was to continue to advance the measurement of volunteer work and to develop a standardized methodology for calculating global estimates of volunteer work that can be applied to the future editions of the State of the World’s Volunteerism Report (SWVR). The project’s original timeframe ran from April 2024 through December 2025, with a total budget of USD 563,992, allocated by UNV. It was later extended to June 2026, at no additional cost, to support Kenya in implementing its volunteer work measurement. The expected outputs of the Project were:

¹⁰ <https://ilostat.ilo.org/topics/volunteer-work/>

- Standardized Global Estimation Methodology: The development of a consistent methodology for calculating global volunteer work estimates, including identifying data sources and reviewing available data
- 2025 Global Estimates on volunteer work: The production of updated global estimates for the State of the World's Volunteerism Report (SWVR) 2025, featuring data disaggregated by sex, region, and type (formal vs. informal)
- SWVR 2025 Chapter: A dedicated chapter for the SWVR 2025 that explains the new methodology, presents the global estimates, and includes supporting infographics and datasets.
- Technical Assistance to support measurement of volunteer work: Provision of technical support to at least four countries to help them implement volunteer work measurement modules in their national surveys.
- Regional Workshops on measurement of volunteer work: Organization of two regional workshops to share lessons learned, raise awareness, and promote measurement tools among Member States and National Statistical Offices.
- New Survey Questions on informal/formal volunteer work: Development of a set of survey questions focused on detecting formal and informal volunteering, to be integrated into existing Labour Force Survey (LFS) modules.
- Knowledge Products and Policy Briefs: Production of three thematic publications covering volunteering and unpaid care work; volunteer work among the elderly, and trends and implications of digital volunteerism as a labour market pathway for youth.

The project was implemented by the ILO Department of Research and Statistics (RESTAT), with a senior statistician managing day-to-day implementation and a backstopping officer providing oversight. An external specialist supported the global estimates methodology, and the three knowledge products were developed jointly with the ILO Employment Department. ILO regional statisticians served as the project's main outreach channel for country engagement, sharing information and promoting the volunteer work module to national statistical offices. For UNV, implementation was led by the Volunteer Advisory Services Section, with the UNV Executive Coordinator as the senior responsible official. The contribution agreement also provided for a Steering Committee, comprising the UNV Executive Coordinator, ILO, and two Member State representatives. It was indicated that meetings would be held twice a year to oversee implementation and approve work plans and budgets. The project team decided not to convene the Steering Committee, as provided for in the contribution agreement, given the limited scope and complexity of the project. The **management structure** was created to facilitate close coordination between ILO and UNV, with each side leveraging its strengths in the partnership.

The project established a substantive **partnership** with Kenya's National Statistical Office, providing technical and financial support for implementing the volunteer work module. The project also engaged more broadly with NSOs from 41 countries across Africa, the Arab States, and Latin America through two regional workshops.

3. Evaluation Background

3.1. Purpose

The purpose of this independent Final Evaluation was intended to serve accountability, learning, planning, implementation, improvement, and knowledge building. It assessed the extent to which the project achieved its aims and objectives and provided the ILO, the donor, and project partners with a clear picture of what worked, what did not, and why, across the output, outcome, and broader impact levels. The evaluation also examined the project's sustainability and legacy and identified practical recommendations to inform future action. The evaluation ensured accountability to the beneficiary, donor, and key stakeholders and promoted organizational learning within the ILO and among key stakeholders.

In addition, the evaluation aimed to support organizational learning by reviewing the strengths and weaknesses of the project's design, strategy, and implementation, and by capturing lessons learned, good practices, and recommendations. Consistent with EVAL's evaluation guidance and protocols, this process considered key cross-cutting dimensions, including gender equality, disability inclusion, social dialogue, environmental sustainability, and relevant international standards, with particular attention to the challenges and opportunities involved in reaching the most vulnerable groups.

A further purpose of the evaluation was to inform RESTAT's broader strategy for strengthening the production of official national statistics on volunteer work and improving global estimates, to which this project was intended to contribute.

The evaluation assessed the project against the OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, and sustainability, and tested the assumptions underpinning its expected contribution to wider development results.

3.2. Objectives

As per the TOR and partner consultations, the Final Evaluation of the Project had the following objectives:

- Assess the relevance and coherence of the project to address the constitution and the target groups' needs;
- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen;
- Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) and ILO management contributed to the achievement of the stated objective and expected results;
- Identify unexpected positive and negative results of the project;
- Assess the extent to which the project outcomes will be sustainable;

- Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, internal and national stakeholders, the donor and ILO) for future similar interventions;
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes; and
- Provide recommendations to contribute to further informing the ILO Statistics Department's overall strategy for supporting production of official national volunteer work statistics and global estimates, to which the Project was designed to contribute, alongside other activities.
- Provide recommendations to further strengthen the collection, measurement, and analysis of data concerning the contribution of volunteer work to sustainable development outcomes.

3.3. Scope and Use

This evaluation covered the full implementation period of the project, from 8 April 2024 to 30 June 2026, and reviewed all interventions that have been implemented as part of the Project and their contributions to achieving the Project's results. The evaluation assessed the project's contributions to higher-level Sustainable Development Goals (SDGs) and ILO's core principles, including international labor standards, tripartism and social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability. It also aimed to assess the potential medium- and long-term effects of the project's capacity development activities, based on current evidence. It considered the full body of project documentation, including the contract agreement, progress reports, workshop reports, follow-up on recommendations, and the full range of outputs and knowledge products generated through implementation.

The evidence-based results and recommendations of this Final Evaluation are intended to inform the staff of the United Nations Volunteers (UNV) programme and RESTAT. At the same time, the findings and knowledge generated may serve a broader group of stakeholders, including ILO constituents, civil society organizations, donors, UN entities, international organizations working in related areas, and other units within ILO. In this way, the evaluation was intended not only to assess project performance, but also to contribute to wider institutional learning and future programming.

4. Criteria and Questions

The evaluation utilized a participatory, iterative, and culturally sensitive process resulting in independent, credible and measurable evidence. The work was anchored in principles of human rights, equity, social justice, emphasizing people-centered and appreciative methods. The methodology was designed to be inclusive and reflective of diverse perspectives throughout the evaluation implementation and reporting. Dynamic engagement with key stakeholders (i.e. relevant ILO and UNV staff, and national statistics offices) to ensure the process reflected their experiences, needs, and priorities. By incorporating these principles, the methodology was designed to be

responsive to the diverse contexts of ILO-UNV efforts, while fostering collaboration and trust among all participants.

4.1. Evaluation Criteria

The Final Evaluation was guided by the criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential, drawing on internationally recognized approaches to development evaluation established by the OECD/DAC Evaluation Quality Standards and aligned with UNEG norms and standards.

- Consistent with the 4th edition of the ILO Policy Guidelines for results-based evaluation (2020), the evaluation has assessed relevance, coherence, project progress/achievements and effectiveness, efficiency in the use of resources, impact and the sustainability of results.
- The Final Evaluation was conducted in full accordance with UNEG ethical principles, with due attention to confidentiality, sensitivity, and the responsible handling of information shared through interviews and consultations. To promote openness and reduce the risk of bias, project staff were not present during interviews with partners and other stakeholders.
- The Final Evaluation addressed the full set of agreed evaluation questions to the extent feasible. As part of this inception report, the evaluator designed the evaluation instruments to set out the specific issues to be covered. Following the comprehensive desk review, the instruments may be refined, in consultation with the Evaluation Manager, to reflect the most relevant aspects for further analysis.

4.2. Evaluation Questions

The final evaluation and this report were organized around the following series of evaluation questions provided in the Terms of Reference (ToR), to assess overall relevance, coherence, effectiveness, efficiency, impact potential, and sustainability. A detailed evaluation question matrix has been drafted outlining the evaluation criteria, evaluation questions, data sources, data collection methods, and indicators (see Appendix I).

Table 1: Evaluation Questions

EVALUATION QUESTIONS
Relevance The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. (“Is the intervention doing the right things?”)
1. Were the project objectives consistent with the UNV’s, ILO’s and country needs?

2. How did the project contribute to the relevant ILO and UNV development priorities of different stakeholders and potential countries?
3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?
4. To what extent did the project build on previous experience of the ILO and UNV?
5. Was intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
6. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

Coherence

The compatibility of the intervention with other interventions at global, regional or national level. ("How well does the intervention fit?")

1. Was the project design adequate to meet project objectives? Do outputs and activities causally link to the intended outcomes and objectives?
2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
3. To what extent is the project aligned or harmonized to relevant international development initiatives?
4. To what extent did the project and its activities build on the comparative advantage of the ILO and UNV?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. ("Is the intervention achieving its objectives?")

1. To what extent have the project objectives been achieved?
2. Were there any unintended results (positive or negative)?
3. What were the main internal and external factors that influenced the achievement or non-achievement of results?
4. How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E)?
5. To what extent did the communication and advocacy strategy contribute to achieving the project outcomes?

Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

1. To what extent are the resources (funds, human resources, time, expertise etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
2. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?
3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?

4. Has the project developed a monitoring and evaluation strategy that enhances accountability, learning and feedback to management?
5. To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?
6. How effective was the communication and advocacy strategy in influencing the relevant target groups and audiences?
7. Did the project receive adequate technical and administrative support/response from the ILO backstopping units?

Impact potential

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")

1. To what extent have the project activities made a difference to specific SDGs that are linked to the project, as well as to the ILO's core principles (ILS, tripartism and social dialogue, gender equality and non-discrimination and just transition)?
2. Does the project design provide a sound foundation for assessing project impact?
3. Is the project on track to achieve its higher-level objectives?

Sustainability

The extent to which the net benefits of the intervention continue or are likely to continue. ("Will the benefits last?")

1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalization of project components)?
2. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners?
3. To what extent do the partners own the results of the Project and carry them forward?
4. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and UNV or other actors considering institutional and financial dimensions?
5. To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?
6. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and UNV?

4.3. Gender Equality and Cross Cutting Themes

The evaluation questions and indicators addressed relevant cross-cutting themes in project design and implementation, such as gender and non-discrimination. The evaluation sought balance and diverse representation across gender and country context, although the interviewee's relationship to the project was high priority. Interviews and the workshop included questions around gender and non-discrimination, when appropriate and relevant. The workshop participants' survey analyzed disaggregated data according to gender, location and people with disabilities.

5. Methodology

The Final Evaluation complied with evaluation norms and standards and followed ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

5.1. Approach

The evaluation followed a systematic and collaborative approach, in line with the ToR objectives. It used mixed methods, combining qualitative and quantitative data to capture different perspectives and deepen analysis. Data was collected from project stakeholders, including NSOs and regional and HQ teams from ILO and UNV, with attention to geographic and gender balance and engagement levels.

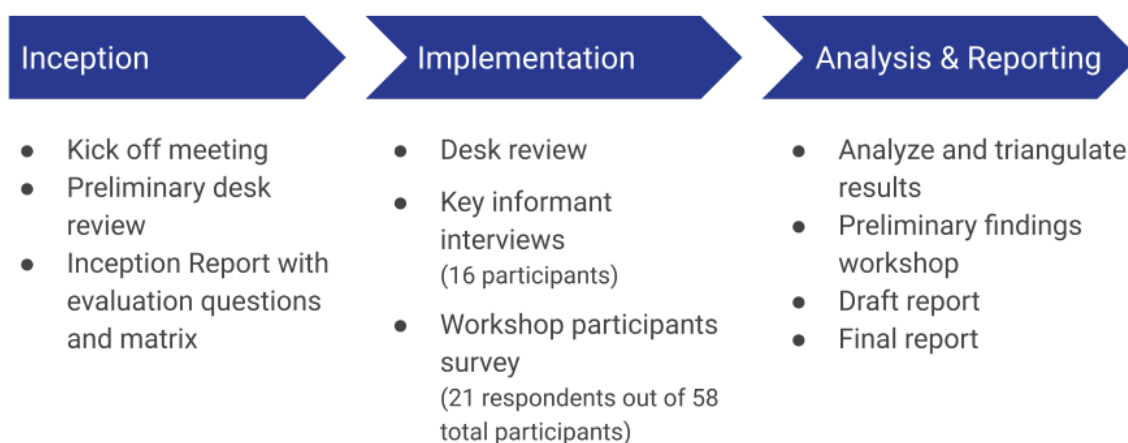
Mixed methods were employed to ensure data collected from a range of perspectives and depth of understanding. Findings were triangulated across sources and methods to strengthen accuracy and reliability. This included document review, interviews, survey data, and evidence from project reporting.

Cross-cutting issues were examined where relevant, in line with EVAL guidance. These included gender equality and non-discrimination, International Labour Standards, tripartism and social dialogue, constituents' capacity development, and just transition for environmental sustainability. The evaluation also considered sex-disaggregated data where available and reflected the views and experiences of women in the analysis.

5.2. Data Collection Methods

The evaluator facilitated an **inception phase** with a preliminary desk review and designed the evaluation process in close collaboration with the Evaluation Manager. To best meet the objectives of this evaluation, the evaluator **collected data** through 1) *Desk Review* to systematically analyze all pre-existing relevant documents provided by the project team (See Appendix IV); 2) *Key Informant Interviews (KIIs)* were conducted virtually with a sample of key informants, including representatives from ILO, UNV, selected workshop participants, and partners from countries where direct support was extended from diverse backgrounds and locations (See Appendices V & VI); and 3) *Online Survey* was administered through Google Forms to gather insights into the experiences of those participating in two regional workshops. (See Appendix VII).

Methodology



The evaluation identified a sample of 16 key informants in consultation with the project team. The sample included workshop participants from African and Latin American countries, ILO regional officials, and relevant ILO and UNV headquarters staff.

The following **Selection Criteria** was employed to provide a sample of participants offering a range of perspectives, experiences and insights.

- Gender
- Type of organization
- Level of leadership position
- Role with the project
- Location
- ILO/UNV key staff
- Countries directly supported by the project
- Workshop participants
- Officials from National Statistics Offices

An online survey was also shared with 58 workshop participants and received 21 responses from 20 countries.¹¹ The survey helped capture broader views on volunteer work measurement, including its relevance, usefulness, potential impacts, and the extent to which it had been integrated into government processes.

A range of **stakeholders** participated in the evaluation representing varied perspectives and experiences, providing rich data for a nuanced, triangulated analysis.

¹¹ 3 of 21 respondents did not attend a workshop but received materials. Their responses have been included where the question is answerable without workshop attendance.

Table 2: Stakeholder Participation in the Evaluation

PARTICIPANT GROUP	FEMALE	MALE	TOTAL
Key Informant Interviewees			
UNV	1	1	2
ILO	5	4	9
NSOs	4	1	5
Survey Respondents			
Johannesburg workshop participants ¹²	4	8	12
Santiago workshop participants	5	4	9
TOTAL	19	18	37

Data analysis was conducted through an iterative process framed by the Evaluation Matrix, as well as ILO requirements to ensure a robust and nuanced assessment. A consultation workshop with key ILO and UNV staff validated and enriched the analysis, while ensuring practical, actionable recommendations. This process resulted in an evidence-based analysis with triangulated data that ensures credible, reliable and useful findings. After incorporating inputs from the stakeholders' workshop, this draft report is shared with the project team for their comments and inputs.

5.3. Methodological Limitations

The following limitations were taken into account during the evaluation and do not undermine the validity of this evaluation. Key limitations, risks and mitigations included:

- **Limited availability of data:** Secondary data, including relevant documents from country partners, meeting minutes, and detailed correspondence with the NSOs were limited. The evaluation relied substantially on interviews and an online survey with workshop participants to address this limitation. While both are self-reported and carry a risk of bias, the interviews and online survey provided the most direct and rich evidence. Triangulating these sources with project documents and reporting strengthened confidence in the main evaluation findings.
- **Limited participation of relevant stakeholders:** Once key stakeholders and UN entities were selected for the interviews and survey, their availability was limited. However, with

¹² 3 respondents did not attend the workshop due to visa issues but benefited from workshop materials.

encouragement from EVAL and the evaluator, this process went smoothly and participation was successful.

- **Fully virtual interactions:** Although there are advantages to virtual methodologies, there are limitations for the evaluator to attain a deep level of understanding. A thorough desk review, engaging interviews, and a meaningful online survey ensured strong triangulation of data and analysis.

5.4. Rationale for Stakeholder Participation

Given the project solely engaged with UNV, ILO and NSOs, the evaluation engaged a diverse representation from these three stakeholder groups. Key ILO officials were engaged in the kick-off of the project and providing support throughout. Stakeholder voices were collected through interviews utilizing selection criteria based on relationship and level of engagement with the project, gender, and location. Finally key UNV and ILO stakeholders participated in a dynamic preliminary findings workshop to validate and deepen findings and co-create recommendations. The final report will be disseminated by ILO and UNV through their usual channels and made available on the ILO and UNDP websites.

5.5. Evaluation Norms, Standards and Ethical Safeguards

This evaluation is anchored in principles of human rights, emphasizing people-centered and appreciative methods with a strong commitment to a participatory and culturally sensitive process. Recognizing the importance of gender responsiveness, the methodology was designed to be inclusive and reflective of diverse perspectives. This Final Evaluation was conducted in accordance with ILO Evaluation Office policy guidelines and OECD-DAC standard evaluation criteria and principles.

6. Main Findings

6.1. Relevance

1. Were the project objectives consistent with the UNV's, ILO's and country's needs?
2. How did the project contribute to the relevant ILO and UNV development priorities of different stakeholders and potential countries?
3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?
4. To what extent did the project build on previous experience of the ILO and UNV?
5. Was intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
6. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

6.1.1. Alignment of Project Objectives

The project objectives were strongly consistent with UNV's institutional priorities and with ILO's normative mandate. As highlighted in the contribution agreement, the joint mandate of ILO and UNV is to promote and support the measurement of volunteer work. UNV's engagement in volunteer work measurement is anchored in a series of UN General Assembly resolutions. Resolution A/RES/70/129 (2015)¹³ called for the integration of volunteering into peace and development. Resolution A/RES/76/131 (2021)¹⁴, on the fiftieth anniversary of the UNV programme, called on member states to invest in measuring volunteer work and its impact, especially in low- and middle-income contexts where data are lacking. This was reinforced by Resolution A/RES/78/127 (2023)¹⁵, which calls on member states to recognize and measure the contributions of formal and informal volunteers and volunteerism to achieving the Sustainable Development Goals.

In 2013, the 19th ICLS resolution established the normative foundation for the ILO by defining volunteer work as a distinct form of work according to international labor statistics standards¹⁶. The 21st ICLS resolution in 2023 further developed this framework by introducing the distinction between formal and informal volunteering¹⁷. The current project was built on the 2017-2022 UNV-ILO partnership and the joint Volunteer Work Measurement Guide published in 2021. The ILO has a normative mandate to measure all forms of work, including volunteering, and UNV has a strategic interest in generating credible, standardized data to substantiate the contribution of volunteerism to development. The two mandates strongly aligned with the primary objectives of the project.

The project was also well aligned with a growing global agenda on unpaid work and beyond GDP measurement. As noted in the interviews, unpaid work (as a broad umbrella term that covers volunteer work, unpaid care work, and own-use production) is gaining interest. The High-Level Expert Group on Beyond GDP identified unpaid work as a critical gap in how economies measure wellbeing and contribution to development¹⁸.

The project objectives were broadly consistent with what countries expressed as interests, but not always with what they could realistically prioritize and pursue. The majority of project participants confirmed that national statisticians understood and valued the measurement of volunteer work. However, government priorities, limited budgets, and the absence of LFS infrastructure in many countries, particularly in Africa, meant that interest rarely translated into commitment.

¹³ UN General Assembly Resolution A/RES/70/129 (2015), Volunteering and its role in the post-2015 development agenda.

¹⁴ UN General Assembly Resolution A/RES/76/131 (2021), Volunteering for the Sustainable Development Goals.

¹⁵ Resolution A/RES/78/127, International Year of Volunteers for Sustainable Development, 2026. Adopted by the UN General Assembly on 19 December 2023.

¹⁶ Resolution I of the 19th International Conference of Labour Statisticians (ICLS) (2013).

¹⁷ Resolution I of the 21st ICLS (2023).

¹⁸ <https://www.un.org/en/beyondGDP>.

The project addressed a clear and documented gap. Volunteer work has been widely underrecognized and undermeasured. Most countries lack comparable data, and the data that exist are not standardized.¹⁹ Data is essential for governments and civil society to understand and invest in volunteering. The project directly tackled this by developing a standardized methodology and promoting the ILO add-on module to increase uptake and comparability. This work was grounded in a series of UN mandates and resolutions dating back to 2015 that explicitly call for better measurement of volunteer contributions to development. The project responded to a recognized global data gap, a clear UN policy mandate, and a need for standardized tools.

6.1.2. Contribution to ILO and UNV development priorities

The project made significant contributions to UNV's strategic priorities. It was well-aligned with both the UNV Strategic Framework 2022-2025, which directed efforts to strengthen evidence-based knowledge on measuring volunteer work, and the new 2026-2029 framework, which positions volunteerism as evidence-backed policy. The 2022-2025 framework emphasized the need for stronger evidence on the contribution of volunteering to poverty reduction, development, and the SDGs. The project contributed to this priority by producing new global estimates and knowledge products on volunteer work. The global estimates published in the 2026 SWVR provided UNV with credible, standardized data to make the case for volunteerism as a development contribution. The methodology and data produced fed directly into the Global Volunteering Index, one of UNV's most significant current initiatives. It also aimed to help countries integrate the measurement of volunteer work into national surveys, supporting UNV's broader goal of embedding volunteerism in national policy and data systems.

The project also contributed directly to the ILO's mandate to develop and promote international labor statistics standards, building on the normative foundation established by the 19th ICLS resolution (2013). It expanded the ILO's evidence base on unpaid work and gender through the project's knowledge products.

The project's contribution to country priorities was uneven. For countries with existing LFS infrastructure and stakeholder demand, it made a direct and practical contribution by providing technical guidance, financial support (only for Kenya), and tools that enabled national implementation. For countries at an earlier stage, the contribution was primarily at the level of awareness and knowledge, with the workshop described as an “eye opener.” Several countries indicated plans to measure volunteer work in future survey cycles. In Latin America, the project contributed to an emerging regional conversation, with Brazil, Mexico, and Ecuador taking concrete steps to employ its tools.

6.1.3. Adjustments to Project Design

The project was formally amended to extend its duration by six months to 30 June 2026. This was primarily done to support Kenya with enumerator training, data collection, and the implementation of

¹⁹ UNV and ILO Contribution Agreement, April 2024.

its volunteer work module. The project budget remained the same. Several operational adjustments were also made during implementation including postponing the Johannesburg workshop due to low registration, revising the topic of Paper 3, reallocating resources to cover workshop and knowledge product cost overruns, and revising the global estimates timeline due to delays in Geopoll data collection, to address stakeholders' needs. The topic of Paper 3 was changed from "Digital Volunteerism and Youth" to "Informal Volunteering: Trends and Characteristics." This change was agreed upon between ILO and UNV during the October 2024 meeting. The timing suggested growing interest in informal volunteering. It coincided with the 21st ICLS distinction between formal and informal work, and with the Geopoll survey, which was designed to capture both formal and informal volunteering data. These changes did not require a formal work plan amendment.

6.1.4. Building on Previous Experience

The project was designed to build on the previous UNV-ILO partnership from 2017 to 2022. The previous partnerships produced the volunteer work survey module, the 2021 Measurement Guide, an e-training course, and the first global estimates for the 2022 SWVR. The current project used these earlier outputs as the basis for country support and for developing the new standardized methodology. It also benefited from the established ILO-UNV working relationship and existing data infrastructure. This continuity reduced costs and helped the project deliver its technical outputs more efficiently.

6.1.5. Intervention Logic

The intervention logic was sound for technical outputs and activities, but weaker for country support for measurement of volunteer work. It was highly effective where delivery depended mainly on the ILO's technical capacity, including methodology, the SWVR chapter, and knowledge products. It was less realistic where project results depended on government decisions in member countries. The project assumed that tools, awareness, and funding would lead to country uptake. However, the design did not address the work and time needed to create the conditions necessary for countries to employ the tools. The project's relevance at the country level was also contingent on a set of conditions that went well beyond the scope of what the project itself could provide. Implementing the volunteer work module required a functioning Labour Force Survey (LFS) as its vehicle, a data-collection exercise that would cost far more than the USD 50,000 the project could offer per country. For implementation to happen, national governments had already secured their own financial resources for the LFS, were willing to prioritize measuring volunteer work within that survey cycle, and were at the right point in their planning calendar to incorporate the module. Interview participants reported needing more time and continued engagement to fit into government planning cycles and raising awareness among policymakers. Countries also start from different levels of capacity and understanding, requiring tailored support to understand what volunteer work measurement is, why it matters, and how the data can be used.

As one interviewee stated, "Money and resources are not the biggest issue. Political will and government mandate are". The results chain had a missing link between enhanced awareness and country level action, overestimating the level of priority countries placed on measuring volunteer

work. However, the project design did address what were understood as the main concerns at that time; financing and capacity. It is important to note that this project design was innovative and served as an opportunity to test a new approach.

Project activities were broadly aligned with project outputs and objectives. Similarly, the main weakness was related to the country's constraints around measuring volunteer work. The survey questions on informal/formal volunteer work output were also under-designed, with no dedicated budget, timeline, or testing mechanism. Multiple interviewees confirmed that two years was insufficient for a project of this nature as implementing a national survey is a slow process with significant bureaucratic requirements within their governments.

The project monitoring framework was adequate for tracking activities, though weak for sufficiently measuring results. The indicators in the design were SMART and mostly focused on counting product completion, such as the methodology, SWVR chapter, workshops, country support, knowledge products, and survey questions. However, additional indicators on measure quality, uptake, sustainability, or policy influence were missing. One indicator counted the number of countries supported without capturing the depth or outcome of that support. The risk register accurately identified key risks, although with no strong response mechanism the project's ability to adjust strategies when key assumptions proved unrealistic was limited.

6.1.6. Gender dimension considerations in Project Design

The project did not systematically integrate gender considerations at the design stage. The contribution agreement does not include gender equality objectives, gender-specific outcomes, outputs, activities, or indicators. No specific budget allocation was made for gender mainstreaming. The agreement document only refers to gender as a technical requirement to disaggregate global estimates by sex.

Gender and non-discrimination were meaningfully addressed in the project implementation, despite the absence of a specific gender strategy, action plan, marker, objective, or indicator. Gender was addressed mainly through the project's research and data outputs, which were determined once the project was underway. The global estimates were disaggregated by sex, and the three papers examined gender in relation to unpaid care, older volunteers, disability, education, and volunteering patterns. However, gender was not treated as a structured implementation issue. Interviews also suggest that gender was seen mainly as a research topic, rather than a project management priority.

6.2. Coherence

1. Was the project design adequate to meet project objectives? Do outputs and activities causally link to the intended outcomes and objectives?
2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
3. To what extent is the project aligned or harmonized to relevant international development initiatives?
4. To what extent did the project and its activities build on the comparative advantage of the ILO and UNV?

6.2.1. Project Objectives and Causal Links

The design worked well for the global estimates and knowledge products. These outputs relied mainly on the ILO's technical expertise, UNV's demand for the data, and an established working relationship between the two agencies. These objectives were well achieved with high-quality products. The one major gap between the project's objectives and results was indicative of a design issue regarding country uptake of the LFS add-on module for volunteer work.

In the design, it was assumed that countries would be ready and willing to implement the volunteer work module, that sufficient capacity already existed, a two-year timeframe, and USD 50,000 per country would be sufficient for countries to employ the module. In most cases these assumptions were not valid. Kenya was the main exception, but its progress depended on broader enabling conditions, including an existing Labour Force Survey process with significant funding from the World Bank, capacity building, technical and financial support from ILO.

The causal link between activities and outputs was strongest for the technical outputs. Methodology work led to global estimates and the SWVR chapter. Research consultancies led to the knowledge products, webinars, and dissemination. The causal link was weaker for country support for measurement of volunteer work. Workshops increased awareness, but that awareness did not consistently lead countries to measure volunteer work. The design assumed that knowledge and interest would be enough. In practice, country uptake also required political will, capacity, and funding for LFS.

6.2.2. Coherence and Complementarity between Project Components

The project components were coherent for the technical and knowledge-generation work. The methodology and global estimates fed directly into the SWVR chapter. The Geopoll survey data also supported Paper 3 and was presented at the Santiago workshop to show how informal volunteering could be identified. They were well-disseminated through the existing ILO and UNV communication channels.

However, the knowledge products were intended for academic and development organizations, rather than integrating them into the wider project. Reportedly, aspects of the papers were presented at the regional workshops, although there was limited documentation that the three papers were linked to either the workshops or country engagement. The project was small in scope as it tested out the implementation of the volunteer module. The evidence revealed that the project design was missing a clear pathway from workshop participation to country uptake for technical assistance.

Coherence was strongest between the global estimates, the SWVR 2025 chapter, and the use of Geopoll data. The knowledge products and country support work were less aligned with the rest of the project.

6.2.3. Harmonization with International Development Initiatives

The project was harmonized with relevant international development initiatives, most notably through the existing UNV-ILO joint partnership framework, which has aligned the two agencies' development efforts since 2017 around a shared mandate to measure and promote volunteer work. This project represented a continuation of that alignment, building on the joint Volunteer Work Measurement Guide and the 2022 SWVR estimation work. At the country level, Kenya was the clearest example of harmonization. The project's technical assistance and a modest financial contribution complemented a larger World Bank-funded Labour Force Survey and an existing ILO-Gates Foundation project supporting the measurement of unpaid care work and informality, both of which helped make the UNV-ILO partnership support more effective.

6.2.4. Comparative Advantage of ILO and UNV

The project made strong use of each agency's comparative advantage and in-house expertise. ILO contributed its expertise in statistical methodology, its normative mandate on labor standards, and its existing partnerships with NSOs and the volunteer work module. UNV contributed its volunteering mandate, policy perspective, global visibility through the SWVR, and direct engagement with volunteering stakeholders. As one interviewee summarized, the collaboration worked well because “each agency used its strengths. ILO led the technical and thematic work, while UNV provided feedback, policy perspective, and visibility.”

Interviews suggested that ILO and UNV were not fully positioned to engage the national decision-makers needed for country uptake. UNV has been more closely linked to youth and volunteering institutions, while ILO has mainly worked with national statistical offices. This limited access to finance and planning ministries that were instrumental for country-level implementation. The project design also did not fully leverage UNV's in-country presence, including UNV Program Officers based in member countries, who could have been trained and supported country-level assistance and advocacy efforts directly for measuring volunteer work with national stakeholders and government counterparts.

6.3. Effectiveness

1. To what extent have the project objectives been achieved?
2. Were there any unintended results (positive or negative)?
3. What were the main internal and external factors that influenced the achievement or non-achievement of results?
5. How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E)?
6. To what extent did the communication and advocacy strategy contribute to achieving the project outcomes?

6.3.1. Project Achievements

The project made meaningful progress across all but two of its objectives: technical assistance to support measurement of volunteer work and new survey questions on informal/formal volunteer work informed by the piloting of the module.

The project fully delivered on its knowledge agenda by producing a standardized global methodology that estimated 2.1 billion monthly volunteers worldwide²⁰, completing all three planned knowledge products, and organizing two well-attended regional workshops that contributed to a clear shift in participants' understanding of volunteer work measurement.

However, the project did not fully achieve its goals for country-level technical assistance implementation. Despite efforts, it fell short of its target of supporting at least four countries to measure volunteer work. Kenya was the only country that received substantial financial and technical support under the project to implement the module. Additionally, the development of new survey questions on informal volunteering for inclusion in the existing Labor Force Survey (LFS) was planned to be revised in response to the learnings from the technical assistance provided to countries. The revised survey questions were intended to be tested during the technical assistance for countries, which did not sufficiently occur and this objective remained incomplete. These challenges highlight deeper structural constraints. Many participating countries from the Global South lacked the statistical capacity, financial resources, or political mandate necessary to measure volunteer work. A two-year partnership with modest support funds was not sufficient to fully address these constraints.

Objective 1: Standardized Global Methodology and Global Estimates on Volunteer Work for the SWVR 2025

The project successfully delivered all of its targets under these activities. The project developed a standardized methodology to produce global and regional estimates of volunteer work. RESTAT leveraged its expertise to compile, harmonize, and review the quality of the available data. It also added country-level variables, such as religiosity and life satisfaction, to strengthen the model. Two approaches were tested, including a machine learning method and an OLS regression model. A model pooling five years of data was then developed to help reduce errors caused by limited data.

In the last quarter of 2024, the project produced preliminary global estimates (disaggregated by sex and region) and received approval of the UNV counterparts for the proposed methodology. Although the final estimates were delayed due to the timing of the Geopoll multi-country survey and changes to the SWVR 2025 timeline, the project was still able to integrate the new data, adjust the methodology, and deliver the SWVR 2025 chapter with the new global estimates in September 2025.

²⁰ <https://ilostat.ilo.org/blog/new-global-estimates-reveal-that-2-1-billion-people-volunteer-monthly/>

The new ILO methodology enabled more accurate measurement of volunteer work by using better tools, new data, and stronger regional coverage of previously underrepresented areas, especially in the Global South. As a result, the SWVR now estimates about 2.1 billion people volunteer every month (up from about 862 million in 2022 with the previous methodology)²¹, drawing on additional data collected from eight countries with support from both ILO and UNV. This demonstrated that volunteer work is much larger than earlier data suggested. As one interviewee noted, it is “important to have enough, reliable data on volunteers to inform policies and make decisions that will assist those who volunteer and those who receive the help.”

Objective 2: Two regional workshops improved understanding of the global measurement of volunteer work

The project successfully delivered two regional workshops focused on measuring volunteer work. These workshops created a valuable space for national statistical officers to learn about international standards, discuss practical challenges, and better understand the policy value of statistics on volunteer work. Several interviews noted that the project helped participants understand what volunteer work is, why it matters, and how definitions affect measurement.

The workshops were well attended with strong representation across a total of 41 countries. The first workshop was held in Johannesburg, South Africa, involving 37 participants from 20 countries in Africa and the Arab States²² in June 2025. The second workshop took place in Santiago, Chile with a total of 21 participants from 21 countries across Latin America and the Caribbean²³ in October 2025. Other than their titles and organizations, no further data was collected about the participants, such as their sex and whether they identify with disabilities or other under-represented groups. The workshop in Johannesburg was conducted in English and the workshop in Santiago was conducted in English with Spanish translation.

Table 3: Regional Workshop Participants

Workshop Location	Total Participants	Countries Represented
Johannesburg, South Africa (Africa and Arab States)	37	20
Santiago, Chile (Latin America and the Caribbean)	21	21
Total	58	41

²¹ UNV, State of the World's Volunteerism Report 2022, Chapter 2; UNV, State of the World's Volunteerism Report 2026.

²² Africa and Arab States workshop (Johannesburg, 4–5 June 2025): Botswana, Cameroon, Egypt, Gambia, Jordan, Kenya, Lesotho, Libya, Morocco, Mozambique, Namibia, Sierra Leone, Somalia, South Africa, South Sudan, Uganda, Nigeria, Tanzania, Togo, Yemen and Zimbabwe.

²³ Latin America and the Caribbean workshop (Santiago, 14–16 October 2025): Antigua and Barbuda, Argentina, Belize, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Trinidad and Tobago, and Uruguay.

The Johannesburg and Santiago workshops helped strengthen the country's understanding of statistics on volunteer work. Participants in both regions gained a clearer view of why these statistics matter and how they can show the contribution of individuals and communities to social and economic development, including the SDGs. The workshops also clarified the international definition of volunteer work, which encompasses unpaid activities performed for others through formal organizations, informal groups, or individual action. This helped participants see how volunteer work measurement can broaden the picture of unpaid care work beyond SDG 5.4.1, which focuses on unpaid care work within one's own household or family. Workshop discussions covered unpaid care work, but not as part of a wider gender mainstreaming approach.

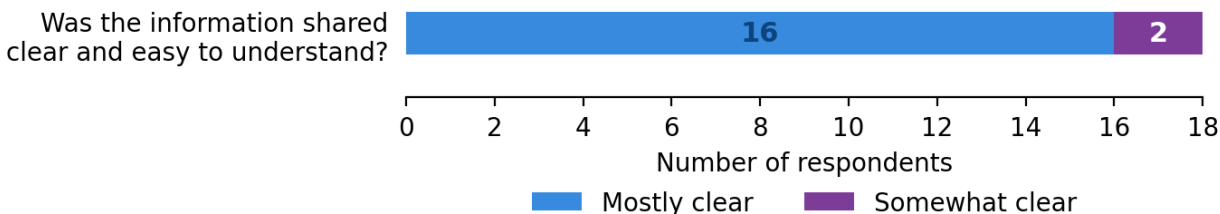
Each workshop also added region-specific value. In Johannesburg, participants recognized that the international definition of volunteer work aligns with the African concept of ubuntu, as it includes the unpaid production of goods and services for others. The workshop also helped identify countries, including Somalia, South Sudan, Uganda, Sierra Leone, and Kenya, with different levels of interest in adding a volunteer work module to future Labour Force Surveys. In the Santiago workshop, Ecuador, and Brazil shared their piloting experience and showed that the ILO survey module was feasible to implement, with no major issues. Their examples helped reassure other countries that volunteer work measurement may be less complex and resource-intensive than expected.

At the same time, the workshop participants confirmed important implementation barriers. Countries pointed to competing national priorities, an already dense and time-consuming Labour Force Survey questionnaire, limited resources, and weak technical capacity. Some countries were more advanced, while others were still prioritizing employment standards or exploring existing data sources. The workshops increased awareness and interest, with participants expressing high levels of enthusiasm for the volunteer work module.

The evaluation conducted an online survey with 21 respondents (12 male, 9 female)²⁴ across 20 countries, covering both the Johannesburg and Santiago workshops. On workshop quality, participants were positive. Among the 18 respondents who attended in person, 16 found the information mostly clear.

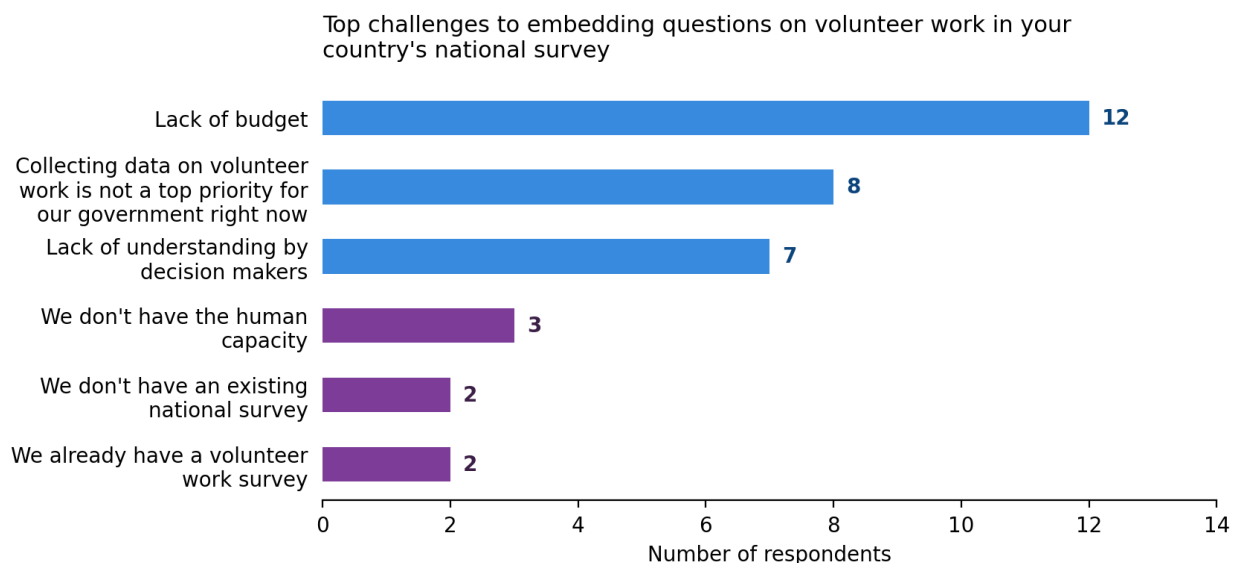
²⁴ In total 21 respondents including 18 respondents from the two workshop participants, and 3 who could not attend the workshops but received materials.

Figure 1: Regional Workshops were Well-Received



Regarding the applicability of the information shared in the workshop to their work, the responses were mixed. Only 4 respondents felt the information was "Mostly" easy to apply, while the majority (12 respondents) rated it as only "Somewhat" easy. The gap between responses to these two questions suggested that the workshop communicated well, but participants found it harder to translate the content into action at work.

Figure 2: Challenges to Module Application



When the respondents were asked about their prior engagement, around half of the respondents said they "mostly" or "somewhat" considered or explored the concept of measuring volunteer work over the last three to five years. The project was a catalyst for shifting how professionals view volunteer measurement. The project's influence on thinking on volunteer work measurement was strong. Every eligible respondent said the project influenced their thinking or work, with 13 out of 21 reporting a significant change. Respondents from three countries not receiving technical assistance through this project cited concrete contributions. One African country stated it is now actively advocating for a

dedicated module in its national LFS. Another has applied the concepts directly to its national employment survey. And for a third country, the workshop informed the design of questions for volunteer work, which are already being tested and incorporated into the LFS questionnaire.

While there is a high respondents' interest in measuring volunteer work, government interest varied. Every respondent, regardless of region and national context, said they personally consider measuring volunteer work important in their country. Nearly all also said they shared what they learned with colleagues and peers, suggesting that the project's influence extended well beyond the 21 people who completed the survey. This is a meaningful result regarding the quality of the workshops and materials delivered, implying the beginnings of individual learning translating into institutional learning. When respondents were asked about their government's interest in measuring volunteer work systematically, just over half said their government was mostly or somewhat interested. Around one third said interest was rarely present or that they were not sure.

The gap becomes wider for concrete action. Only four respondents said their governments were actively integrating volunteer work measurement into national surveys. Another eight said it was only somewhat integrated. This suggests that, while there is growing recognition of the importance of measuring volunteer work, this has not yet translated into consistent institutional practice.

The primary reasons cited for governments benefitting from measuring volunteer work in their country include informing policies for understanding the employment dynamics, contributions of aging populations and youth employment. The main barrier to including questions about volunteer work in national surveys is a lack of budget, mentioned by more than half of respondents. However, this appears to reflect a deeper issue. The measurement of volunteer work has not yet been prioritized by governments. Around one third of respondents also pointed to limited understanding among decision-makers, while another third said it is not a government priority. These issues are closely linked and help explain why resources are often not allocated. A smaller number of respondents, mainly from Africa, also noted limited human capacity and the absence of an existing national survey. This points to a more basic gap in statistical infrastructure in some countries. The findings show that the main challenge is not only technical, but also political. The value of volunteer work data still needs to be communicated more clearly to those who make decisions about budgets and national plans.

Eleven respondents shared their comments and recommendations, which provided practical and useful insights. The feedback suggests that the workshops contributed to capacity building, understanding, and integrating volunteer work modules into their survey systems. The comments also highlight some challenges. One respondent felt that the volunteer work module may be too ambitious for many national statistical offices. It was suggested that a broader module covering all forms of unpaid work could be easier to adopt and more useful for policy discussions. In some contexts, respondents reported people may not understand volunteer work in the way it is defined by the UN. For example, some people may not see informal help to friends or neighbors as volunteer work, even when it fits the international definition. This can lead to underreporting, highlighting the importance of testing survey questions carefully and adapting them to local contexts. One respondent

explained that in adopting the resolutions of the 19th, 20th and 21st ICLS in their Labour Force Survey, the country prioritized the measurement of employment and labor underutilization first. Other forms of work including volunteer work are planned for future complementary modules.

Respondents also noted that countries need structured follow-up after the workshops to keep momentum and support implementation. One respondent recommended follow-up workshops with the same countries and meetings with relevant authorities to strengthen institutional support for documenting volunteer work. Another one suggested regular follow-up with National Statistical Officers to monitor progress and provide support where needed. The respondents also requested more government-level advocacy, culturally adapted tools, and a realistic acknowledgement that embedding volunteer work measurement in national systems takes longer than a single project cycle.

The results showed that the workshops served as a knowledge-sharing exercise but translating that knowledge into national implementation remained challenging.

Objective 3: Country Technical Assistance

The project set out to provide technical assistance to at least four countries to support the measurement of volunteer work through national surveys. During the project period, two countries (Kenya and Ecuador) received meaningful support.

Kenya was the only partner that received technical assistance under this project, supported by existing LFS infrastructure, government co-financing, stakeholder interest, and the no-cost extension. By the final quarter of 2025, ILO statisticians helped Kenya adapt the LFS volunteer work module to the national context. A training mission planned for December 2025 was postponed and conducted in January-February 2026. Kenya's engagement is planned to continue until the end of the project in June 2026. Kenya was the clearest example of effective harmonization. The project's USD 50,000 contribution complemented a larger World Bank-funded Labour Force Survey and an existing ILO-Gates Foundation project. The support was effective because it added to broader investments already in place, suggesting the project had more impact when it was aligned with wider development efforts and insufficient as a stand-alone.

Ecuador received more limited support. The project provided online training before piloting the survey module in September 2025 and data collection in October 2025. Due to lack of time for procurement, ILO staff conducted the training for Ecuador in Spanish.

Although there was an initial enthusiasm at the regional workshops, the target of supporting four countries was not met. The project could not deliver any country support in 2024, despite early outreach to Egypt, Kenya, Zimbabwe, Papua New Guinea, and Senegal. These countries expressed interest at different points, but the support did not move forward due to competing national statistical priorities, Labour Force Survey scheduling constraints, and, in some cases, the absence of a functioning Labour Force Survey. By the end of 2024, Kenya had also withdrawn to prioritize an establishment survey and then later re-engaged. These experiences highlight that volunteer work

measurement was in competition with mandatory national statistical activities, slowing the rate at which countries can take it forward.

Many countries did not yet have sufficient enabling conditions to measure volunteer work. In several cases, countries lacked a functioning Labor Force Survey system capable of easily absorbing a new module. They also lacked a government budget for statistical work beyond mandatory reporting. Politicians' demand for data on volunteer work was also limited. A number of countries reported that the offer to support adding on the volunteer work module was made after national work plans had already been agreed, making it difficult for countries to adjust their schedules mid-year. This timing issue was identified early in the project but remained unresolved.

Objective 4: Survey Questions on Informal/Formal Volunteer Work

The project aimed to develop new survey questions to identify formal and informal volunteer work and add them to the existing ILO module. The existing module was developed under the previous UNV-ILO partnership and has not been revised since 2021. The 21st ICLS resolution on work statistics introduced a distinction between formal and informal volunteering based on the registration status of the activity, one element not covered by the existing module. Work on developing questions to capture registration status began in the third quarter of 2024 and continued through 2025. Testing was planned as part of the technical assistance provided to countries. However, country support did not materialize at the scale envisaged, and the planned testing of new questions in a national survey context did not take place. At the Santiago workshop, the results of the 2025 UNV Geopoll multi-country survey were used to demonstrate how informal volunteer work identification could be done in practice. This was an illustrative exercise rather than a finalized and tested module update. The ILO module remained unchanged from its 2021 version and this output was not achieved within the project period.

Objective 5: Knowledge Products

The project committed to producing three joint ILO-UNV knowledge products on volunteering. The three knowledge products contributed to strengthen the evidence base on volunteering and support UNV/ILO's policy advisory work. They focused on three key themes: "Unpaid Care Work and Volunteering," "Active Ageing and Volunteering," and "Informal Volunteering: Trends and Characteristics."²⁵ Together, the papers aimed to generate practical insights on how volunteering connects with gender, ageing, youth, and future labor market pathways.

Paper 1- Volunteering, Unpaid Care Work and Gender in Lower-Income Countries examined the links between volunteer work and unpaid care work, with a focus on gender patterns in lower-income countries and a case study of Bangladesh. The paper was published in February 2025. It was shared through a dissemination webinar on 19 March 2025, which brought together more than 170 participants and speakers from UNV, ILO and the Centre for Policy Dialogue. The paper has been made available through the ILO publications page, the UNV Knowledge Portal, and ResearchGate. It

²⁵ Revised from the original topic: "Digital Volunteerism and Youth".

was also cited in the project's third paper, showing that it informed later research under the partnership.

Paper 2- Volunteer Work Among Older Persons: Trends and Policy Implications for Ageing Societies explored how volunteering supports ageing, drawing labor force survey data from Colombia and Indonesia, as well as a review of ageing strategies in 50 countries. It was published in April 2025 and presented through a joint ILO-UNV webinar on 27 May 2025, which attracted more than 200 participants. The webinar included speakers from ILO, UNV, the International Federation of Red Cross and Red Crescent Societies and UN Afghanistan. The paper was made available through the ILO publications page and the UNV Knowledge Portal.

Paper 3- Informal Volunteering: Trends and Characteristics was a revised topic responding to emerging evidence needs regarding informal volunteering. It drew on the UNV-commissioned Geopoll survey conducted in eight Global South countries between March and May 2025. The paper was published in 2026 and shared through the ILO publications page and the UNV Knowledge Portal. Its findings were also promoted through an ILOSTAT blog on direct volunteering.

The three papers form a strong evidence base on volunteering, unpaid care work, active aging, and informal volunteering. They were completed, published openly, and used as reference materials in the regional workshops. The two dissemination webinars reached more than 370 participants, showing strong interest in the topics. The UNV-ILO knowledge products have begun to gain visibility, usage, and policy relevance. By 18 June 2026, the three UNV-ILO knowledge products had generated 1,919 views on the ILO website and 700 file views or downloads through the ILO Research Repository. The strongest uptake was for the paper on volunteering, unpaid care work, and gender, which recorded 902 views on the ILO website, 613 repository views/downloads, and 17 policy citations. The paper on older volunteers also demonstrated broad reach, with 801 views on the ILO website and 4 policy citations. The newer paper on informal volunteering had 216 views and 47 repository views/downloads on the ILO website, but no policy citations yet²⁶. Policy citations, including references in UN and UNV documents, suggest that the research is beginning to inform wider discussions on how volunteering is measured and valued.

UNV website analytics also show continued user interest in the knowledge products. The second paper on older volunteers recorded the highest UNV website file activity for this project, with 47 downloads. The informal volunteering paper followed with 39 downloads, while the unpaid care and gender paper recorded 13 downloads on the UNV site. The State of the World's Volunteerism Report 2025, to which the project contributed a chapter, had accumulated eight policy citations as of the same date.²⁷ Taken together with the ILO website, repository, and policy citation data, this suggested

²⁶ International Labour Organization, web analytics and ILO Research Repository download statistics, compiled by the ILO Library, data as of 18 June 2026.

²⁷ United Nations Volunteers, download statistics from the UNV Knowledge Portal (knowledge.unv.org), data as of 18 June 2026.

that the papers are reaching audiences across both institutional platforms, with uptake varying by topic and dissemination channel.

6.3.2. Unintended Results

Although gender and Leave No One Behind (LNOB) perspectives were not built into the project's design, they were substantially addressed in the knowledge products, through Paper 1's analysis of unpaid care work and gendered volunteering patterns, Paper 2's focus on how volunteering supports the elderly, and Paper 3's intersectional findings on gender, disability, and informal volunteering. This was an unintended but valuable contribution that will inform future discussions and policy work on volunteering and unpaid work, even though it was not a deliberate gender mainstreaming outcome of this project.

It was unexpected that very few countries used the module through the project's own support channel. Given UNV's understanding from earlier experiences and discussions with countries, the assumption that countries would take up the offer of support proved inaccurate and became a major obstacle to the project's delivery, particularly for the country support component. At the same time, instances of the module's use without project support was reported. Brazil employed the module independently, following the Volunteer Work Measurement Guide with minor consultation from ILO outside of this project. Ecuador also received minimal support and proceeded with implementation largely on its own initiative. The ILO was aware of these initiatives in response to the NSO's outreach to ILO, raising the possibility that this type of independent use of the volunteer work module might be applied in other countries without ILO's or UNV's knowledge.

6.3.3. Internal and External Factors Influencing Achievement of Results

Several **internal factors** supported the achievement of results. The long-standing partnership between ILO and UNV was an important enabler. Coordination was described as smooth, and collaboration between the statistics and research expertise within the STATISTICS team was highly productive. This helped the project combine statistical expertise with thematic knowledge on volunteering, unpaid care work, ageing, and informal work.

ILO's normative mandate and technical credibility were also major assets. Its established relationships with national statistical offices made it a trusted partner for governments. The ILO volunteer work module and standard methodology gave countries a clear basis for measurement. Interview feedback also showed that countries valued direct technical support from ILO experts, particularly during workshops and implementation.

The project design factors constrained the achievement of results under the country measurement support component. The project design relied mainly on information sharing, outreach through ILO regional statisticians, and modest financial incentives to generate country uptake. This gave the project limited leverage over national decision-making. It also underestimated how difficult it would be for countries to add new survey modules once annual statistical workplans and budgets had already been agreed. Furthermore, the project design lacked a dedicated strategy or budget for the

generation of demand, policy dialogue, or senior-level government advocacy. The project also did not have a strong adaptive management mechanism. The absence of an effective course-correction process limited the project's ability to respond strategically when it became clear that the original approach was not delivering expected results.

Various **external factors** supported project results. Broader policy discussions enhanced the project's relevance, particularly the growing focus on unpaid work and measures of well-being beyond GDP created an opportunity to present volunteer work measurement as part of a wider unpaid work and social value agenda. The 2013 ICLS standards also provided an important normative foundation by defining volunteer work as a separate form of work. Country experience was another important external enabler. South Africa, Brazil, and Ecuador demonstrated that measuring volunteer work was feasible and policy relevant. Their examples helped shift perceptions among other countries. In particular, presentations by Brazil and Ecuador helped demonstrate that implementation was less complex and resource-intensive than expected.

The main constraint was the limited political demand for statistics on volunteer work. In many countries, measuring volunteer work was not a national statistical priority nor was there an international agreement specifically requiring it. Employment, informality, child labor, SDG reporting, and new ICLS employment standards often came first. As one interviewee noted, "It is very difficult to engage with countries and produce statistics on a topic that is not a national priority."

Limited resources and uneven statistical capacity also affected progress. Some countries did not have a functioning Labour Force Survey system. Others could not add a new module to their survey programs due to lack of capacity for additional content. Data limitations related to volunteer work also affected the global estimates. Quality data were less available outside the Global North. Some data had to be excluded due to quality concerns. Gender-disaggregated data were also limited in several regions.

6.3.4. Mainstreaming of Gender Considerations

Gender and non-discrimination were meaningfully addressed through the project's outputs, particularly given that no gender strategy, action plan, marker, objective, or indicator was included in the project design. It was mainly reflected in the technical outputs, rather than in project design or monitoring.

At the design stage, the project did not include a gender marker, a gender objective, or a gender mainstreaming strategy. There was no gender action plan, gender-responsive indicators, or gender balance targets for workshops, speakers, or country engagement.

During implementation, sex disaggregation of global estimates was delivered consistently. The knowledge products are the strongest contribution to gender equality. Paper 1 placed gender at the center of its analysis, examining how women's disproportionate unpaid care burden affects their participation in volunteering and their labor market outcomes. Paper 2 documented gender gaps in

volunteering among older persons. Paper 3 provided the most empirically grounded analysis, finding that gender intersects with disability, education, and unpaid care to shape who volunteers and how. At both workshops, the link between volunteer work and unpaid care work was discussed, but as a thematic topic rather than a structured gender activity. No interviewee mentioned gender mainstreaming as a project objective or practice when describing project implementation. Gender appeared in interviews primarily in the context of research findings.

In monitoring and evaluation, no gender marker or gender-specific targets and indicators appeared in any project document or quarterly report. Workshop participation did not explicitly encourage gender balance nor was it captured in participant lists. This evaluation incorporated gender dimensions into its primary data collection and analysis, however disaggregated monitoring data was insufficient for in-depth analysis.

The project contributed to gender equality through its research and measurement tool. Its design, management, and monitoring did not reflect the same attention to gender differences.

6.3.5. Communication and Advocacy Strategies

Communication and advocacy were implicitly included in the project activities, primarily relying on the ILO and UNV communication and advocacy mechanisms. The project used ILO and UNV communication channels, including websites, knowledge portals, social media platforms, and webinars to disseminate project products to a wide audience including NSOs, academics and practitioners. However, the contribution agreement did not include a communication plan, target audiences, messaging framework, or advocacy objectives with indicators and monitoring mechanisms.

The publication of global estimates in the 2026 SWVR was a significant communication achievement by UNV. The dissemination of the finding of 2.1 billion monthly volunteers gave the chapter written by STATISTICS global visibility. The global estimates were presented as part of the 2026 SWVR dissemination activities, alongside the Global Index of Volunteer Engagement developed by UNV.

ILO and UNV organized two well-received webinars to discuss the first and second papers reaching 370 participants, with a webinar planned for the recently published Paper 3. The STATISTICS blog post "Everyday helpers: What new data reveal about trends in direct volunteering" extended Paper 3's findings beyond the formal publication to a broader online audience. According to interviews, the knowledge products were disseminated through ILO employment newsletters, LinkedIn, and standard ILO publication channels. Interviewees reported that the webinars were well received and helped generate wider academic and practitioner interest. They also noted that the papers opened new areas for collaboration, including interest from sociologists. The UNV-ILO knowledge products have started to show visibility and policy uptake. By 18 June 2026, they had generated 1,919 ILO website views, 700 ILO repository views/downloads, and almost 100 downloads through the UNV website. Uptake was strongest for the paper on volunteering, unpaid care work, and gender, which also recorded the highest number of policy citations. Overall, the data suggest that the papers are

reaching users across both ILO and UNV platforms and are beginning to inform wider policy discussions on volunteer work measurement.

The two regional workshops allowed the project to communicate directly with one of the project's key stakeholders, the National Statistical Offices (NSOs), to share information, enhance capacity, and promote engagement in measurement work. The workshops were the project's most effective communication activity for national statisticians. The evaluation survey provided clear evidence of workshop reach. All eligible respondents said the project influenced their thinking, the vast majority rated the workshops as sharing mostly clear information, and most respondents shared what they learned with their colleagues. Suggesting the project's reach extended beyond the 58 direct participants and began to build institutional knowledge. Interviewees identified weak post-workshop communication as a key gap. Several participants called for follow-up workshops, periodic check-ins with NSOs, and further engagement with relevant authorities.

Communication and advocacy helped raise awareness, but were less effective at securing country commitment to measuring volunteer work. The project relied mainly on ILO regional statisticians, bilateral outreach, and event presentations. This message was useful, but it mainly reached technical practitioners. Statisticians understood the value of measurement, but policymakers and relevant institutions were not sufficiently engaged. As one interviewee stated, "What we don't measure, we don't value". However, neither ILO nor UNV had a systematic strategy for reaching the decision-makers whose commitment was needed. The project documents did not refer to advocacy materials designed for government audiences, nor was there a dedicated advocacy budget, stakeholder mapping, tailored communication messages and materials.

6.4. Efficiency

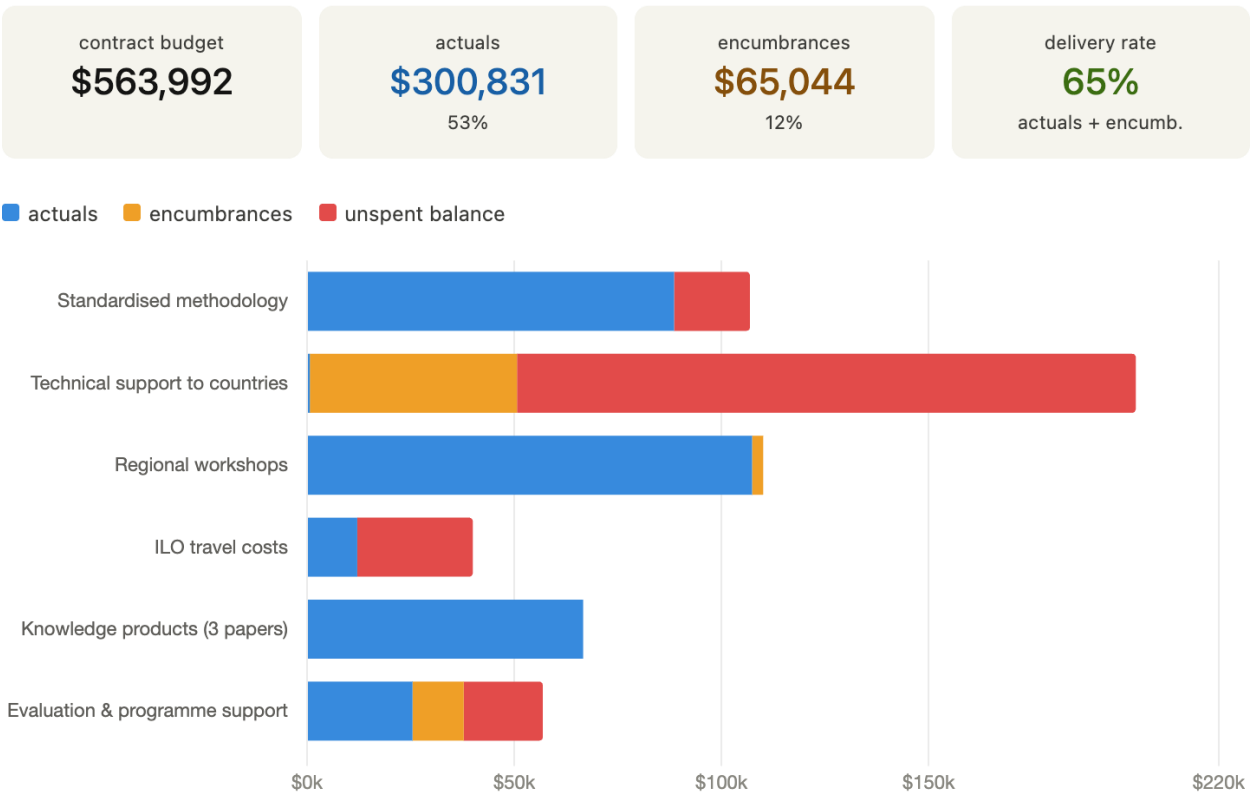
1. To what extent are the resources (funds, human resources, time, expertise etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
2. To what extent did the project budget factor in the cost of specific activities, outputs and outcomes?
3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?
4. Has the project developed a monitoring and evaluation strategy that enhances accountability, learning and feedback to management?
5. To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?
6. How effective was the communication and advocacy strategy in influencing the relevant target groups and audiences?
7. Did the project receive adequate technical and administrative support/response from the ILO backstopping units?

6.4.1. Strategic Resource Allocation

The resources were allocated strategically for the technical outputs including global estimates, workshops, and knowledge products and were delivered largely as planned. Country-level measurement support, however, required a different level of timing, flexibility, and follow-up than the project design allowed. As a result, resources were less able to translate into the wider country

implementation originally expected. The total budget of USD \$563,992 was allocated across project activity lines in the contribution agreement. The largest single allocation of USD \$200,000 (35% of the total project budget) was for the country's technical assistance, reflecting the project's stated priority of helping countries measure volunteer work. In practice, the budget allocation did not fully align with the actual project's implementation. The technical assistance budget line remained largely unspent. As of May 2026, actual expenditure under this line stood at only USD 668, with a further USD \$50,000 recorded as encumbrances for supporting Kenyan efforts, leaving an unspent balance of USD \$148,332. The project committed only 65% of its total budget, including actual expenditures and encumbrances planned until the end of the project.

Figure 3: Project Budget: Expenditures and Encumbrances²⁸



Source: Contribution Agreement GLO/24/08/UNV and ILO Financial Status Report as of 15 May 2026. Delivery rate = actuals + encumbrances / contract budget. Project extended to 30 June 2026.

This reflects a significant gap between the project's original assumptions and actual country uptake. The project expected that four countries would be ready to make use of the support offered. In practice, this demand did not materialize at the expected level, and the remaining resources could not be meaningfully reallocated within the project's agreed scope and timeline.

²⁸ ILO Financial Status Report as of 15 May 2026.

The project used its time efficiently to deliver the global estimates and knowledge products, despite some delays, with two workshops held. However, the project's original 21-month timeframe was insufficient for country-level support and required a six-month, no-cost extension. Ultimately, the project was able to provide technical assistance to only one country, compared with the target of 4. Countries required more time to align the support they offered with national statistical planning cycles and yearly work plans, which were often fixed by the time outreach began. The no-cost extension to June 2026 helped address this gap, but mainly for Kenya. However, the project's duration or capacity was not sufficient for sustained advocacy and government engagement, thereby limiting progress on country uptake.

6.4.2. Project Budget

The budget was generally adequate for the technical outputs, including the methodology, workshops, and knowledge products. However, some costs were underestimated, particularly those related to workshop attendance costs and the expenses for the third knowledge product. The budget did not align well with the project's most ambitious objective of country-level implementation. While the country support allocation was substantial, it was designed mainly to fund implementation. It did not sufficiently account for the demand generation, policy dialogue, and follow-up needed to secure country uptake in the first place.

Table 4: Project Budget: Delivery Rate²⁹

Budget line	Contract (USD)	Actuals (USD)	Encumb. (USD)	Committed (USD)	Unspent (USD)	Delivery rate
Program						
Standardized methodology (ILO staff P2/P4)	106,871	88,568	0	88,568	18,303	83%
Technical support to countries (up to 4)	200,000	668	50,001	50,669	149,331	25%
Regional workshops (2 workshops)	100,000	107,396	2,683	110,079	-10,079	110%
ILO travel costs	40,000	12,116	0	12,116	27,884	30%
Knowledge products (3 policy briefs)	60,225	66,633	0	66,633	-6,408	111%
Program sub-total	507,096	275,381	52,684	328,065	179,031	65%
Administrative & Management						

²⁹ ILO Financial Status Report as of 15 May 2026.

External evaluation & program support (7%)	56,897	25,450	12,360	37,810	19,087	66%
Admin & Management sub-total	56,897	25,450	12,360	37,810	19,087	66%
TOTAL	563,992	300,831	65,044	365,875	198,117	65%

6.4.3. Leveraged Resources

The project efficiently leveraged available **expertise** to deliver its main technical outputs. The ILO Statistics team, the Employment team, ILO regional statisticians, and the UNV team each contributed relevant knowledge and data at the appropriate points in the process. This helped the project complete complex methodological work, knowledge products, and workshop content within a limited timeframe. The collaboration with the ILO Employment Department on the knowledge products was a practical and cost-effective use of internal expertise and helped the project draw on relevant thematic knowledge. The project resources were also used to strengthen research capacity through additional research support, including consultants, researchers, and an intern. The external methodology specialist and technical consultants helped deliver high-quality results. A competent and committed **project team** managed the project outputs in parallel. This arrangement was sufficient for delivering the main technical outputs, but less adequate for the relationship-intensive country engagement, which was required for technical assistance. The main expertise gap was on policy advocacy. The project had strong technical capacity, but limited dedicated capacity to engage governments on why volunteer work measurement should be prioritized. Workshop discussions, survey results and interviews suggest that the main constraint was not technical knowledge, but the ability to sustain policy dialogue with ministers, heads of national statistical offices, and finance ministries. This type of expertise was not included in the project at design stage and was not added during implementation.

The project was most effective in leveraging **national engagement** through peer learning and south-south cooperation. South Africa provided a strong example at the Johannesburg workshop, where its Statistician-General shared national experience that was well-received by the other participants. Brazil and Ecuador played similar roles at the Santiago workshop, demonstrating that piloting the volunteer work module was feasible and less complex than expected. These examples were useful and low-cost ways to build confidence among countries. This engagement did not translate into the level of survey implementation expected with the project support, as informal interest was rarely converted into firm country commitments.

The project also successfully used data from the UNV Geopoll multi-country survey conducted across eight countries, **leveraging available resources**. This survey provided new primary data critical for global estimates and research. However, reliance on the survey also contributed to delays in finalizing the global estimates and related outputs.

6.4.4. Monitoring and Evaluation Strategy

The project was designed with a limited scope and light touch, allowing for easy contracting and management. This approach served the exploratory nature of this project well. The contribution agreement included a monitoring framework based mainly on narrative reporting. ILO, as the Recipient Agency, was required to submit quarterly progress reports and a final report by 31 January 2026. Financial reporting included an interim statement by 31 March 2025 and a final financial report by 31 March 2026. A Steering Committee composed of UNV, ILO, and two selected Member State representatives was responsible for project oversight. The Committee was expected to meet twice a year to review work plans and budgets, provide strategic guidance, and ensure alignment with project objectives. The Steering Committee provided for in the contribution agreement was not convened. Instead, implementation was managed through direct and continuous communication between ILO and UNV. This approach allowed operational issues to be addressed as they arose. The contribution agreement and all associated activities were also subject exclusively to the internal and external auditing procedures established by the ILO's own regulations and rules. The project design also included this external evaluation.

The project team submitted quarterly progress reports with consistent structure covering activity delivery, financial progress, risk updates, and lessons learned. The project established a monthly review process to track activities, tasks, deliverables, risks, and dependencies. Updates were also made as needed to respond to emerging issues. Roles and responsibilities were clearly defined, and existing internal reporting systems were used to collect information and monitor progress. According to some interviews, the project used strong internal and external review processes for knowledge and research products. Quality assurance included ILO internal reviews, UNV inputs, and external expert feedback.

The risk related to limited country engagement was identified early in 2024 and consistently tracked as it escalated from moderate to high by early 2025. Some corrective actions were taken. The project proposed linking volunteer work measurement to unpaid work including SDG 5.4.1 and collaborating with another ILO project on forms of work. These proposed adjustments did not address the main structural barriers. Many countries lacked the political mandate, budget, or survey infrastructure needed to measure volunteer work. Interviews also confirmed that country-level uptake was difficult because measuring volunteer work was not a national priority. The project monitored the problem well but lacked a strong enough management response to change course. There is also limited evidence that the formal oversight mechanism functioned as intended. Although the project design had planned for a Steering Committee that included representative Member States, the project team decided to rely on informal management mechanisms. The main reason reported was that a few Member States received technical support on the volunteer work module within the project, which reduced the need for a formal Steering Committee and made direct coordination between ILO and UNV a more practical and efficient management approach. For monitoring and evaluation, the project relied primarily on continuous communication between ILO and UNV to identify issues and agree on solutions. The clearest example was the October 2024 UNV mission meeting in Geneva. ILO and UNV agreed on the methodology, topic for the third knowledge product and discussed how delays in

the UNV multi-country survey would affect the project timeline. Given the relatively contained scope of the project and the well-established operational and programmatic partnership between the two agencies, this informal and responsive approach to monitoring and decision-making was understandable and appears to have functioned adequately for resolving some issues that arose during implementation. But it also reduced the opportunity for formal strategic oversight and documented decision-making.

The main challenge with this type of light touch was that although there was a clear monitoring framework for tracking activities, there was a lack of measuring whether they were generating change or impact. The monitoring framework had no higher level performance indicators with baselines and targets beyond the delivery of specific activities and products. Quarterly reporting was clear and direct, with risks flagged early. For example, challenges regarding country engagement were documented from the very first quarter and continued to be reported throughout all progress reports. However, without an effective mechanism for strategic course correction, early warning signals did not lead to meaningful adjustments particularly for the country level support.

6.4.5. Leveraging resources to promote Gender equality and non-discrimination

Although the project design did not explicitly detail how gender equality and non-discrimination would be addressed, the project generated valuable insights and knowledge related to gender and non-discrimination. For example, the contribution agreement did not include a gender marker, a specific budget, a gender equality objective, or LNOB approaches. However, the project did leverage resources and the expertise of ILO and UNV to build evidence through the three knowledge products that took a deep dive into how gender, age, disability, income, and care responsibilities shape volunteering. This also aligns directly with the broader findings of the SWVR 2026, which similarly emphasized that disaggregated data is essential to understanding how volunteering advances development outcomes without reinforcing existing inequalities. The report stated that groups such as women, youth, people with disabilities, and rural communities make up a large share of volunteers. Furthermore, the 2021 ILO-UNV Volunteer Work Measurement Guide aimed for the analysis of volunteer work statistics to inform and improve policies by showing how they can be made more inclusive and efficient in targeting the most vulnerable population groups. These helped promote a more inclusive understanding of volunteer work and highlighted the contributions of vulnerable groups as more visible.

6.4.6. Communication and advocacy strategy

The project's most structured communication activity was the dissemination of the three knowledge products. The first two knowledge products were launched through joint ILO-UNV webinars, reaching more than 170 and 200 participants, respectively, while the last one was supported by an ILOSTAT blog post, which helped extend its reach. As reported in an interview, the webinar format attracted researchers, practitioners working in the field, and job seekers and that the practitioner and researcher audiences were the most substantively engaged. The papers were also made available through the ILO, UNV, and other platforms and were used as reference materials during the regional workshops. This created a useful link between research and practitioner engagement.

However, there is limited evidence of a deliberate targeting strategy for the webinars, including whether key policy makers, government officials, or civil society actors were specifically reached.

The knowledge products show early evidence of uptake. “Volunteering, Unpaid Care Work and Gender in Lower-Income Countries” had the strongest reach, with 902 ILO website views, 613 ILO Research Repository views/downloads, 13 UNV website downloads, and 17 policy citations. “Volunteer Work Among Older Persons” also showed clear uptake, with 801 ILO website views, 40 repository views/downloads, 47 UNV website downloads, and 4 policy citations. “Informal Volunteering: Trends and Characteristics” is newer, with 216 ILO website views, 47 repository views/downloads, and 39 UNV website downloads. The last knowledge product on “Informal Volunteering: Trends and Characteristics” is publicly available through ILO, UNV, and academic repositories, but given its recent 2026 publication date, citation uptake is not yet visible in public databases.

The regional workshops were the project’s main advocacy channel with national statistical offices and government representatives. They helped build the case for volunteer work measurement through technical presentations, peer learning, and country-level discussions. The examples of volunteer work measurement from Statistics South Africa, Ecuador, and Brazil were particularly useful in demonstrating that measurement was feasible and policy-relevant. However, the workshops mainly reached technical practitioners. The workshops played a significant role in strengthening individual understanding and interest. The workshop feedback survey provides the most direct evidence of communication impact. All eligible respondents said the project influenced their thinking. Ninety-five percent shared what they learned with colleagues, suggesting the project’s communication reach extended well beyond direct participants. However, they did not generate the level of institutional commitment needed to secure budgets or space within national work plans to implement measurement of volunteer work. The feedback received from project beneficiaries suggests that stronger advocacy with decision-makers, including ministers, heads of statistical offices, and finance officials, is still needed.

ILO regional statisticians were the main channel for country outreach. This helped the project use existing relationships, but it was not enough to secure sustained country engagement. The project advocated for the measurement of volunteer work including through direct communication with countries and announcements/presentations at different events. The measurement of volunteer work was also promoted as a way to generate more comprehensive estimates of unpaid care work in society, complementing the measurement of unpaid care work carried out for SDG 5.4.1.

The publication of the global estimates in the 2026 State of the World’s Volunteerism Report was the project’s main communication achievement, driven mainly by UNV’s broader SWVR communication strategy. The estimate of 2.1 billion monthly volunteers gave the methodology strong visibility and helped reach policy audiences beyond the statistical community. The STATISTICS blog on informal volunteering further expanded the reach of the project’s findings online.

The project communicated effectively with its immediate technical audience, including national statisticians and statistical researchers. Workshops, webinars, and publications were well-received and contributed to a deeper understanding of how to measure volunteer work. Communication and advocacy efforts were less effective with the decision-makers who influence national statistical budgets and work plans. The project did not have a formal communication and advocacy strategy outlining tailored materials to support engagement, or a mechanism to monitor whether project messages were reaching the target audiences during implementation.

6.4.7. Technical and administrative support from the ILO backstopping units

The project received excellent technical and administrative backstopping from the ILO units involved in the project. Inter-departmental collaboration between the ILO Statistics Department (STATISTICS) and ILO Employment Department (EMPLOYMENT) worked well. STATISTICS served as the primary technical management and backstopping for the project. The knowledge products benefited from strong internal collaboration with the EMPLOYMENT, which provided the primary technical backstopping. Interviews confirmed that the project ran smoothly, with strong coordination or collaboration with UNV. Several interviewees described the partnership as easy, practical, and low burden. Existing UN-to-UN modalities worked well, financial reporting was light, and bureaucracy was limited. Existing collaboration methods functioned effectively. As one interview respondent remarked, "This was the easiest collaboration I've had," describing the partnership as "very fruitful and welcome."

ILO regional offices provided useful support for the organization of the workshop and country outreach. They helped the project leverage existing relationships with national statistical offices. However, this support had limits. Regional statisticians mainly reached technical practitioners rather than the decision-makers who set national work plans and budget priorities for surveys. As noted in one interview, the project needed stronger engagement with "political and institutional decision-makers, not only statisticians." Regional offices were not positioned or resourced to play this role. Outreach efforts were also not systematically documented, which makes it difficult to assess their depth or effectiveness. The approach was also mostly reactive. Countries that expressed interest were contacted, but there was no systematic effort to identify countries with the strongest readiness and capacity for implementation.

Regional office support was useful, but it lacked a strategic engagement plan and additional support they needed to be effective. The regional offices played a key role in regional outreach, but this was not sufficient to secure country commitment for measurement of volunteer work.

6.5. Impact Potential

1. To what extent have the project activities made a difference to specific SDGs that are linked to the project, as well as to the ILO's core principles (ILS, tripartism and social dialogue, gender equality and non-discrimination and just transition)?
2. Does the project design provide a sound foundation for assessing project impact?
3. Is the project on track to achieve its higher-level objectives?

6.5.1. Contribution to SDGs and ILO's core principles

Alignment with SDGs: Volunteer work contributes across the SDGs, from reducing hunger and promoting gender equality to supporting economic growth, environmental sustainability, and wider social development. But, the contribution agreement does not link the project directly to specific SDGs. It does not include SDG targets, indicators, or references in the objectives, expected outcomes, or budget annexes. The link to the SDGs emerged during implementation. The main example was the use of SDG 5.4.1 on unpaid care work to support advocacy for measuring volunteer work. This was an implementation adjustment, not a design feature. As these links were not set as formal project objectives, the project cannot be assessed against SDG targets that it was not designed to address.

ILO's Core Principles: This evaluation assessed the project against ILO's four cross-cutting policy drivers: international labour standards, tripartism and social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability.

- **International Labour Standards (ILS):** This is the project's strongest and most direct connection to ILO's core principles. ILO's Strategic Plan identified international labor standards and tripartism as the organization's comparative advantages. The project operationalized ILS directly. It implemented the 19th ICLS (2013) resolution, which first defined volunteer work as a distinct form of work, and worked toward implementing the 21st ICLS (2023) resolution's distinction between formal and informal volunteering. The methodology, module, and global estimates all represent the practical application of these standards. These are substantive and well-evidenced contributions.
- **Tripartism and social dialogue:** ILO's technical expertise, experience in social dialogue and tripartism, and convening power are described as core assets it brings to the UN development system. Tripartism was evident in the consultative process among governments, employers, and workers that led to the adoption of international labor standards. The project did not engage with workers' or employers' organizations throughout. The project's stakeholders were exclusively national statistical offices, government officials, and the two implementing UN agencies. The project made no documented contribution to this principle.
- **Gender equality and non-discrimination:** ILO's mandate on gender equality is to promote equality between women and men in the world of work, grounded in core equality conventions, with implementation through gender mainstreaming, the responsibility of all ILO staff. The ILO Action Plan for Gender Equality links this mandate explicitly to SDG 5 on gender equality and SDG 8 on decent work.

The project's contribution here was substantial but unsystematic. The global estimates were sex disaggregated. The three project papers addressed gender and non-discrimination to different degrees. Paper 1 focused most directly on gender, particularly the links among

volunteering, unpaid care work, and labor market inequality. Paper 2 considered gender in relation to older persons, care responsibilities, and the well-being benefits of volunteering. Paper 3 provided the strongest intersectional analysis. It showed that gender interacts with disability, education, and unpaid care responsibilities to shape participation in informal volunteering. Together, the papers show that gender, disability, and unpaid care work affect who volunteers, how they volunteer, and whose contributions are often not captured by conventional measurement. However, as stated earlier, this was an output of the research content rather than a deliberate gender mainstreaming strategy embedded in project design, planning, or M&E.

- **Just transition to Environmental Sustainability:** The project has a relevant connection to ILO's broader just transition agenda. ILO's just transition guidance highlights social dialogue, labour standards, care policies, and social protection. These themes are also relevant to the project's work on unpaid care, informal volunteering, and gender inequalities. The project did not explicitly frame its work around just transition. Project documents, interviews, and workshop reports do not refer to this agenda. However, there is a clear thematic link. Informal and community-based volunteering can support climate resilience and local adaptation.

6.5.2. Project Design as Foundation for Impact

The project design did not provide a strong basis for assessing impact. The results framework focused on delivery of outputs, not change. It tracked outputs but did not show whether the project changed national practice, policy, or the value given to volunteer work measurement.

The two-year project duration was too short to generate country-level measurement results. Kenya is the only country implementing the module this year, and its results are expected after the project ends. As a result, there is almost no country-level outcome data to assess. Evidence of impact is therefore mostly indirect and qualitative. It includes shifts in participant thinking, instances where some countries reported advocacy efforts and revisions to survey questionnaires, as well as the publication of global estimates in the State of the World's Volunteerism Report (SWVR).

6.5.3. Achieving Higher-Level Objectives

The project has made important progress, but the project design overestimated the level of objectives that could be achieved. The global estimates, knowledge products, and regional workshops were delivered. The papers show initial evidence of uptake with around 20 public citations. It is still too early to assess their influence on policy or practice, but the project has created a solid basis for further uptake.

However, the country measurement support objective, which was the project's central ambition for sustained change, has not been achieved. Only Kenya received substantive support and is progressing toward implementation. Ecuador received minimal support and proceeded largely on its own initiative. The development of new survey questions on informal and formal volunteering also remained incomplete.

The higher-level objective of expanding the number of countries that measure volunteer work in a standardized way to demonstrate lasting change has not materialized during the project period. While Ecuador's progress and Brazil's fully independent adoption of the module showed some uptake, this fell short of what the project agreement had envisioned. There was also limited evidence that the broader objective will be met without significant changes to the approach, additional funding, and more time.

6.6. Capacity Development and Sustainability

1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalization of project components)?
2. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners?
3. To what extent do the partners own the results of the Project and carry them forward?
4. Can the project's approach or parts of it, and results, be replicated or amplified by the ILO and UNV or other actors, considering institutional and financial dimensions?
5. To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?
6. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and UNV?

6.6.1. Potential for integration into national institutions

Substantial building blocks for integrating standardized measurements of volunteer work into national institutions have been well-developed, some for the project and some prior. ILO helped build the capacity to employ these tools through workshops, trainings and technical assistance. ILO has also deepened understanding of the field through its knowledge products and related webinars and blogs.

During the time period of the project, evidence showed limited uptake of the project's results into national institutions. The project's technical assistance was only extended for Kenya, where LFS data collection was planned to begin as this project was closing and too early to know whether the module would continue to be employed or remain a one-off exercise. Most other countries expressed interest without sharing any specific plan to implement the module in the near future.

As the main constraints were prioritization, capacity and resources, NSOs required all three components to be sufficient prior to employing the module once, let alone integrating it into their national institutions.

The experience in Kenya suggested that uptake would be more likely when project support was linked to larger ongoing initiatives. For countries without a functioning Labour Force Survey, integration of the module was not yet feasible. Kenya, Ecuador, and Brazil demonstrated that the module can be adopted with limited or no direct project investment when a country already has the interest, funds and capacity to act. Interestingly, Brazil is the clearest case of institutionalization, with political will, capacity, and budget are already in place. The NSO has been measuring volunteering

for a number of years as part of its household survey. They updated their measurement tool with the ILO volunteer work module through a self-driven process outside of this project.

Institutionalization was reportedly taking place mainly in countries that already had the right conditions before the project began. For countries that received direct project support, capacity and tools have been shared to support potential sustainability by integrating them into national structures. The evidence points to increased awareness, but not yet to institutionalization of volunteer work measurement.

6.6.2. Measures for partners' ownership of project results

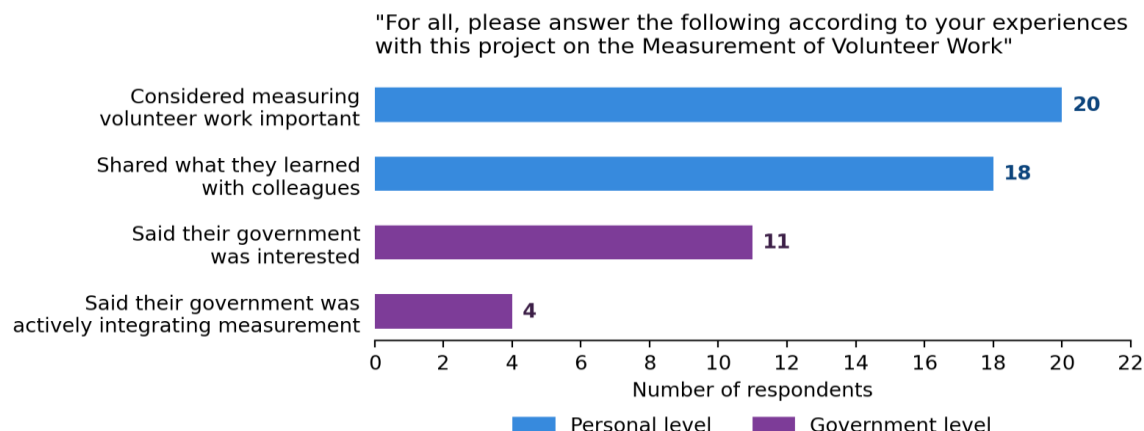
The project centered its efforts on building capacity of key NSO staff as its main ownership mechanism. Capacity was strengthened through regional workshops, peer learning, knowledge products, and webinars. Workshop learnings were reportedly shared with colleagues, suggesting institutional learning and the potential for enhanced country ownership. For Kenya, direct support was provided through questionnaire adaptation, enumerator training, and technical assistance during implementation, which deepened their adoption of the module and potential commitment to its continued use.

The project's tools, LFS add-on module, and knowledge products remain useful resources beyond the project. Some elements of the project's work are likely to continue when there is overlap with high priority topics, such as unpaid care work. Multiple interviewees raised concerns about whether this level of support solely focused on volunteer work can continue without a project framework and being integrated into larger themes or topics. ILO is undergoing restructuring in response to the UN80 Initiative, and volunteer work measurement was described as being at risk of reduced institutional priority.

6.6.3. Partners' ownership of results and plans to carry them forward

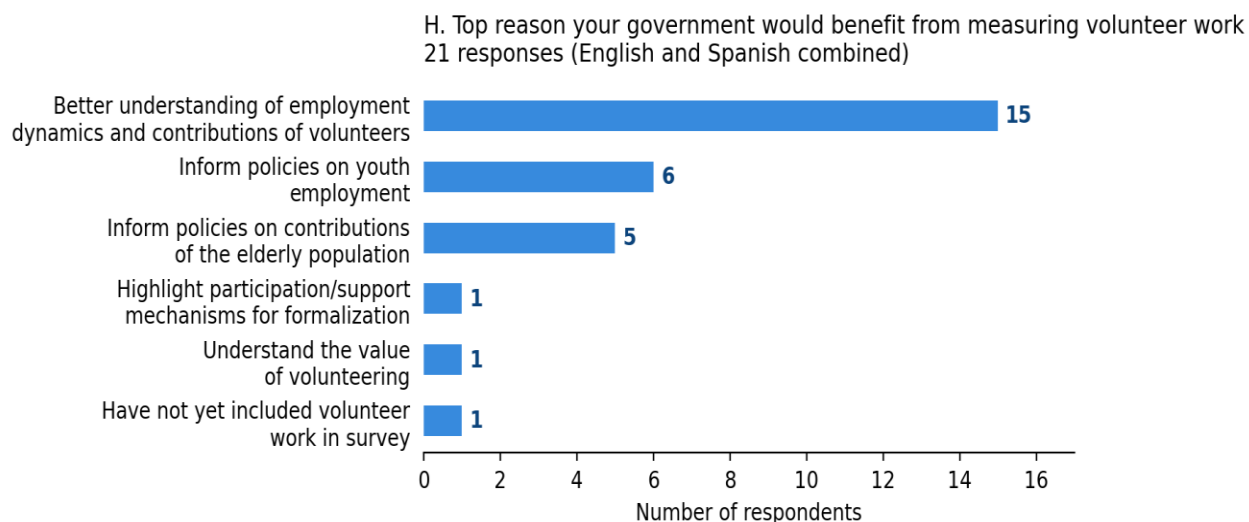
NSO officials and, in some cases, their supervisors received direct training informing why the module matters and how it should be applied. Survey results showed that 95% of respondents considered measuring volunteer work important, and 95% shared what they learned with colleagues. Yet only 58% said their government was interested, and only 21% said their government was actively integrating measurement.

Figure 4: NSO Interest to Commitment to Employing the Volunteer Work Module



The module was designed to be part of the LFS, fully implemented, analyzed, and reported by the country government, with ILO support as needed. The biggest issue for most partners was the cost of training and piloting, the additional time the module added to an already long survey, and differences among enumerators and respondents about the UN definition of volunteering. According to the evaluation survey, respondents felt that their government would most benefit from measuring volunteer work through a better understanding of employment dynamics and complexities, with a few also prioritizing policy implications.

Figure 5: Top Benefits for Measuring Volunteer Work



6.6.4. Replication and Amplification

The technical components of the project are the most replicable. The methodology for global estimates is developed by the ILO and can be applied again to future editions of the SWVR with a lower financial allocation. Amplification of the knowledge products has been underway through ILO webinars and blogs, as well as UNV's webinar series focusing on the SWVR. The module, the measurement guide, and the knowledge products are all publicly available and require no further investment for use by any interested country or organization.

Although the tools will remain available, replication of country-level results may prove challenging. The ILO manual and technical support can make implementation feasible, however, existing survey infrastructure, government interest, and dedicated funding or support from other initiatives will be necessary. Without these conditions, replication of this model is unlikely to produce the same quality of results.

6.6.5. Knowledge to be Utilized after the End of the Project

All project outputs, including knowledge products, remain accessible and planned to be actively used as the foundation for ongoing dissemination and reference for the future of the volunteerism measurement agenda.

The three knowledge products on volunteering and unpaid care work, volunteering among older persons, and informal volunteering are published on the ILO publications page and the UNV Knowledge Portal, where they remain freely available to policymakers and practitioners.³⁰ Some of the project's workshop presentations and webinar materials remain available on the ILO website. The 2021 Volunteer Work Measurement Guide, developed under the earlier partnership and used throughout this project, is also available on both the ILO and UNV websites, providing the practical tool needed for any country planning to implement the module.³¹

The global estimates produced under the project are embedded in the 2026 State of the World's Volunteerism Report, which is accessible on the UNV website.³² The same report also introduced the Global Index of Volunteer Engagement (GIVE) as a framework for systematically measuring volunteering across individual, societal, economic, and enabling-environment dimensions and intended for ongoing use beyond this edition of the report. However, it is unknown the extent to which the methodology developed during this project will continue to feed into GIVE in future editions as the Index evolves.

³⁰ Paper 1: "Volunteering, Unpaid Care Work and Gender in Lower-Income Countries": ILO publications page (ilo.org/publications) and UNV Knowledge Portal (knowledge.unv.org)

Paper 2: "Volunteer Work Among Older Persons: Trends and Policy Implications for Ageing Societies": ILO publications page (<https://www.ilo.org/publications/volunteer-work-among-older-persons-trends-and-policy-implications-ageing>) and UNV Knowledge Portal (<https://knowledge.unv.org/evidence-library/volunteer-work-among-older-persons>)

Paper 3: "Informal Volunteering: Trends and Characteristics": ILO publications page and UNV Knowledge Portal

³¹ ILO and UNV websites (ilo.org/publications and knowledge.unv.org)

³² <https://www.unv.org/swvr2026>

Webinars, online discussions, and blogs on UNV and ILO websites further extended the reach of the project's materials.³³ UNV hosted a discussion on "The scale and scope of informal volunteerism measurement" in August 2024, drawing on the project's work on informal volunteering.³⁴ Following the report's launch in December 2025, UNV introduced the SWVR Global Webinar Series, which built directly on the results of this project and others, using the platform to continue to inform and advocate for the measurement of volunteer work. The opening session on 24 March 2026, "Volunteerism and its measurements: why measurement and why now?", drew more than 450 participants from a global audience of policymakers, researchers, practitioners, and volunteers³⁵. A second session on 16 April 2026 brought together more than 600 participants to discuss how to measure the value of volunteerism beyond hours served.³⁶ A further session, on the value of volunteering to individuals and communities, was scheduled for the series.³⁷

Taken together, the project's research, methodology, and tools are not only available online but have become the empirical and methodological backbone of UNV's flagship 2026 report and its ongoing global webinar series. These efforts help keep the project's outputs visible to a wider audience beyond the implementation period.

6.6.6. Foreseen Post-Project Support

Available evidence indicated that few post-project support arrangements have been confirmed. Brazil was the exception. It has been measuring volunteering since 2016 and was anticipating to continue doing so regardless of this project, since its module has already been embedded into its national survey program. At the close of the project, Kenya and Ecuador remained in early stages of implementation, with no confirmed plans once this LFS is completed.

³³ <https://knowledge.unv.org/webinar/webinar-volunteerism-and-its-measurements-why-measurement-and-why-now>

³⁴ <https://knowledge.unv.org/discussion/the-scale-and-scope-of-informal-volunteerism-measurement>

³⁵ <https://www.unv.org/news/if-we-dont-measure-it-do-we-truly-support-it>

³⁶ <https://www.unv.org/news/global-webinar-calls-sharper-look-value-volunteerism>

³⁷ <https://www.unv.org/pressrelease/why-measurement-must-evolve>

7. Conclusions

These evaluation's findings and their conclusions are based on data collected through in-depth document review, qualitative interviews and an online survey from a range of stakeholders, contexts, backgrounds and experiences. The data was systematically analyzed and triangulated to ensure valid and reliable analysis.

7.1. Relevance

The project demonstrated strong relevance to the joint mandate of ILO and UNV, grounded in a long-standing normative framework covering UN General Assembly resolutions, the 19th and 21st ICLS resolutions, and the strategic frameworks of both agencies. By building directly on the 2017–2022 partnership and its tools, the project leveraged earlier work and contributed meaningfully to a growing global agenda on unpaid work and beyond GDP measurement. The global data gap in measuring volunteer work remains real and significant, and the project's standardized methodology, global estimates, and promotion of the ILO module represent a strategic response to that gap.

Relevance at the country level was more uneven. National statisticians valued the topic, and the workshops confirmed genuine interest across both regions. However, the project's country-level offer was contingent on conditions including an active Labor Force Survey, adequate national funding, political priority, and the right moment in national planning cycles, which were not in place in most participating countries. The project's financial contribution was always intended as a catalyst for the much larger national investment that LFS implementation requires. Where those enabling conditions aligned, as in Kenya, the project proved relevant and effective. In the absence of these enabling conditions, relevance remained at the level of awareness rather than action.

7.2. Coherence

The project's strongest coherence was in its technical and knowledge-generation efforts. The methodology, global estimates, and SWVR chapter formed a well-integrated and mutually reinforcing body of outputs that collectively advanced the agenda for measuring volunteer work. The project made effective use of each agency's comparative advantage: ILO leading on technical and statistical work and UNV providing policy perspective, advocacy, and visibility through the SWVR. In this way, the project's design worked well and as intended.

The coherence was weaker across components. The knowledge products, workshops, and country support activities were not sufficiently integrated into a single pathway for uptake. The country support component operated largely on a separate track. UNV's in-country presence through Program Officers was not leveraged for advocacy or follow-up. The Kenya experience remained the clearest example of effective coherence in practice. It worked precisely because the project's contribution complemented the larger World Bank and ILO support already in place for their LFS.

7.3. Effectiveness

This project was a well-conceived design that continued to advance UNV-ILO's progress in measuring volunteer work by strategically embedding key components into larger efforts with more resources, impact and visibility. Its technical outputs made a durable contribution to volunteer work measurement and expanded knowledge, tools and training capacity to better understand the role of volunteer work in an economy. Meaningful progress was made across most project objectives, with strong results in standardized global methodology, a chapter published in the SWVR 2025, two regional workshops on the module for measuring volunteer work within the Labour Force Survey, and three studies deepening understanding about the intersection of volunteer work and youth, the ageing, and the informal economy. In fact, the combination of research, methodology and tools have become the empirical and methodological backbone of UNV's flagship 2026 report and newly emerging Global Index of Volunteer Engagement.

Country-level uptake was the project's most significant challenge. In the context of a stressed global economy and highly limited country budgets, issues that are not directly linked to international commitments with specific indicators will not be a top priority. In addition, volunteer work was treated as an isolated issue that was an optional add-on for the survey module. When in actuality, volunteer work is a key aspect of the wellbeing and broader economic component of unpaid work.

Gender and non-discrimination were significantly addressed through key project outputs reflected in the global methodology and deep dives into the intersection of these issues and volunteer work, even though the project design did not include a gender and non-discrimination strategy or indicators.

7.4. Efficiency

The project was strategic and innovative, efficiently leveraging resources and expertise to deliver key components that advanced the measurement of volunteer work and the understanding of volunteer work within specific contexts resulted in a strong value-for-money. The small scope and budget for this project, along with a simple contracting process, facilitated an ease and efficiency to the project's implementation. The project sufficiently tracked activity completion and provided quarterly reports that consistently flagged the complications with country engagement. However, the project's limited use of monitoring, evaluation and learning mechanisms (such as, a lack of higher-level performance indicators, beneficiary feedback mechanisms, and tracking of knowledge product reach and use) contributed to the lack of timely course correction when issues arose, as well as sufficiently documenting decisions for accountability and learning.

7.5. Impact Potential

The project was clearly aligned with ILO's core principles through International Labour Standards and directly operationalizing the relevant ICLS resolutions provides strong potential for impacting the quality of national measurements of volunteer work and accurate global understanding. While not planned to contribute to specific SDGs, a connection to SDG 5.4.1 on unpaid care work emerged

during implementation as an advocacy tool. Assessing impact potential was limited due to a lack of monitoring data beyond the output and activity levels and the short timing of the project.

7.6. Capacity Development and Sustainability

The UNV-ILO partnership has been evolving and expanding since 2017. This project was another catalyst in the long trajectory towards a comprehensive understanding of how the world economy functions. The project developed key building blocks that will clearly support and guide interested NSOs when they are interested in adding-on the volunteer work module to the LFS. The knowledge products have been disseminated, discussed through webinars and blogs, and remain publicly available as a reference or inspiration for further research and understanding. Furthermore, the concrete examples of Brazil, Kenya and Ecuador may encourage others to employ the volunteer work module, although country utilization of the module was the biggest challenge for the project and will likely continue to be a challenge for ongoing efforts.

8. Lessons Learned and Emerging Good Practices

8.1. Lessons Learned

8.1.1. International and national commitments motivate prioritization

When countries sign international agreements or create national development plans, they commit themselves to doing the work to achieve their targets and measuring their progress to demonstrate their accomplishments.

8.1.2 A strong M&E plan will inform decision-making and demonstrate progress

A clearly defined strategy or logic model with accompanying results framework will ensure data is collected, demonstrating progress and informing decision-making.

8.1.3. Articulating a gender and non-discrimination strategy will facilitate a meaningful integration of addressing these issues

A thoughtful strategy with accompanying indicators on how gender equality and non-discrimination might be addressed in a project, including and beyond participation numbers, will provide a roadmap for meaningful impact.

8.2. Emerging Good Practices

8.2.1. Leveraging organizational strengths and larger efforts leads to impactful value for money

The most significant emerging good practice was the strategic leveraging of each agency's expertise and their higher profile efforts (such as SWVR and LFS), which led to higher impact, broader reach and strong potential for sustainability, resulting in high value for money.

8.2.2. Progress occurs over time

UNV and ILO collaborations have been advancing the field over the past 10 years. Understanding of volunteer work and government practices are shifting in response to on-going awareness raising, data and research, and concrete demonstration of the usefulness of these measurements.

9. Recommendations

The following recommendations are based on the results from this evaluation. They should be considered as part of an overall holistic, iterative strategy that will enhance global, standardized measurements of volunteer work with components that are tailored to the needs and capacities of each country.

Table 5: Recommendations

		Priority	Resource	Timing	Responsible Party
	Measuring Volunteer Work				
1.	UNV-ILO partnership should continue to leverage their expertise to deepen understanding of the complexities of the global economy. Paid work, household work and volunteer work are all key components to an economy. Progress made over the last 10 years of collaboration should be leveraged to ensure a deeper, nuanced understanding of the evolution of the global economy and the contributions of volunteer work in it. The following recommendations each have components that might be explored in future partnership projects.	High	Medium	Medium-term	UNV/ILO
2.	Ensure volunteer work is clearly articulated in post-SDG goals, regional initiatives, and national development plans. When countries commit to agreements or plans, then measuring their progress will become a top priority. Aligning with the UN80 Initiative to identify opportunities at the regional and country levels UNV and ILO should seek to: • Discuss and integrate measuring volunteer work into global, regional and national efforts on unpaid work.	High	Medium	Short-term	UNV

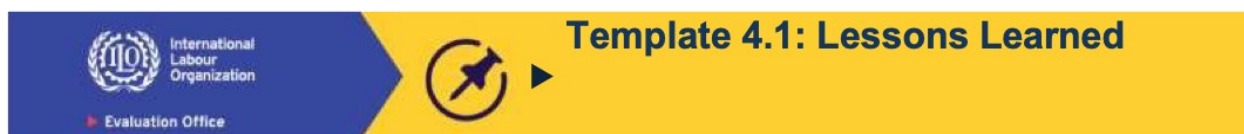
	Advocate through working groups, regional efforts, international conferences, and networks the clear articulation of volunteer work within larger concepts, such as unpaid care work.				
3.	Fully integrate volunteering into all ILO efforts pertaining to unpaid work. Measuring the extent of volunteer work within a country (disaggregated by gender, age, location and type, among others) will provide a more complete understanding of how a country's economy functions. - ILO should continue to broaden ILO staff's understanding of the purpose, implications and opportunities for measuring volunteer work as it relates to the economy and ILO mandate. - ILO should continue to provide technical assistance to countries interested in measuring volunteer (eg, in their Labour Force Survey, Time-Use Survey, or any other related efforts) - ILO should integrate and explore measuring volunteer work as it relates to its global and regional efforts regarding unpaid work. - ILO should continue to integrate measurements of volunteer work in all upcoming surveys, such as for unpaid care work.	High	Low	Short-term	ILO
Awareness Raising & Implementation					
4.	Continue to raise awareness of the value of volunteer work and measurement opportunities with politicians, NSOs and communities. UNV should leverage the connections made through their collaborations with ILO, as well as their own network, to continue to raise awareness and discussions on the definition of volunteer work, its importance related to understanding an economy, and the LFS module.	Medium	Medium	Short-Term	UNV

	Given the technical nature of measuring volunteer work, UNV POs should be specifically trained and guided to promote this agenda effectively at the national level.				
5.	Provide technical and financial support to 2-3 countries each year who are committed to implementing the volunteer work module as they conduct the Labor Force Survey. Building from the results of UNV-ILO partnerships, UNV should support ILO's continued technical assistance to countries conducting the LFS and interested in adding the volunteer module. This should be offered annually so that NSO can plan well in advance.	High	Medium	Medium-term	Finance: UNV Technical Support: ILO
6.	Gender and non-discrimination should be addressed at all levels of delivery. - Collect data for participants in all project activities, disaggregated according to gender, age, location, and disability, among others relevant to the context. - Ensure all products and activities are accessible to people with disabilities. - Encourage participants who represent a range of backgrounds and experiences. - Offer roles and pathways for leadership development to women and people from other under-represented groups. - Training manuals and guidance should consider power dynamics and offer ways to address challenging or triggering situations. - Ensure gender and non-discrimination aspects are considered in all research and knowledge products.	High	Medium	Short-term	ILO
7.	Facilitate south-south cooperation on employing the volunteer work module. In addition to the expertise provided by ILO, countries should learn from each other's experiences. This may be developed as cohorts who learn together throughout the process, partnering a new country with one who has	Low	Low	Medium-term	ILO

	gone through the process previously, conduct webinars or virtual meetings with NSOs who have conducted and are going to conduct the LFS with the added volunteer work module.				
	Administration & Monitoring, Evaluation and Learning				
8.	Strengthen the Monitoring, Evaluation and Learning process to support evidence-based decision-making, adaptive management and accountability Even for small projects, a simple theory of change and results framework will strengthen delivery. • Develop a <i>Theory of Change</i> or logic model to provide a clear roadmap for the project's efforts. • Create a <i>Results Framework</i> that includes ◦ Measuring meaningful indicators demonstrating level of progress and informing decisions throughout implementation, enhancing adaptive management. ◦ Activity and use of knowledge products ◦ Levels and ways marginalized groups are engaged, leadership developed, and cultural barriers overcome.	High	Low	Short-term	ILO
9.	Continue to develop simplified mechanisms for collaboration between UN agencies. Aligned with the UN80 Initiative's aim to reduce duplication and strengthen coordination, similar contracts that are straightforward and quick to develop, approve and implement should continue to be utilized to leverage UN expertise and support a strong delivery.	Medium	Low	Short-term	ILO

APPENDICES

Appendix I: Lessons Learned



Evaluation Title: UNV/ILO Partnership on the Measurement of Volunteer Work

Project DC/SYMBOL: (GLO/24/08/UNV)

Evaluator: Jude Kallick

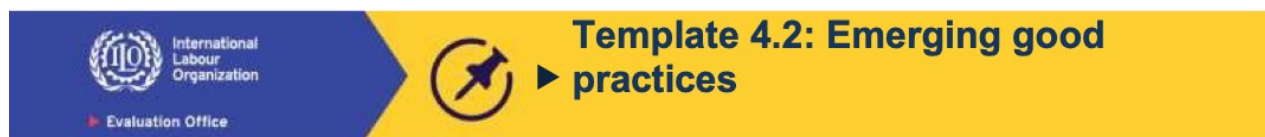
Date: June 17, 2026

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	
Brief description of lessons learned (link to specific action or task)	The key lessons learned from the project that can be applied to other projects moving forward are: 1) Centering efforts around signed government commitments with clear targets (whether international or national) will ensure prioritization and measurement of progress. 2) A strong M&E plan that is effectively implemented will ensure accountability, demonstrate progress and enhance evidence-based decision-making. 3) Designing a strategy that maps the ways in which gender and non-discrimination issues can be meaningfully integrated throughout the project cycle.
Context and any related preconditions	A government should have already committed to the agreement or plan with related targets, so that the project is supporting the government to achieve its stated goals. Designing the M&E and gender and non-discrimination strategies should include inputs from staff and stakeholders with diverse expertise and backgrounds relevant to the project, including an evaluation expert.
Targeted users /Beneficiaries	Targeted users and beneficiaries should include UN project teams, relevant ILO tripartite constituents and other project stakeholders.
Challenges /negative lessons - Causal factors	Designing and implementing a strong M&E plan that includes a gender and non-discrimination strategy may slow down decision-making processes in the short-run.
Success / Positive Issues - Causal factors	By investing significant effort into the M&E plan (design and implementation) will facilitate evidence-based discussions and

	stakeholder ownership, potentially leading to stronger sustainability in the long-run.
ILO Administrative Issues (staff, resources, design, implementation)	Creating a carefully designed M&E plan with stakeholder inputs can require additional time and resources.

Appendix II: Emerging Good Practices



Evaluation Title: UNV/ILO Partnership on the Measurement of Volunteer Work

Project DC/SYMBOL: (GLO/24/08/UNV)

Evaluator: Jude Kallick

Date: June 17, 2026

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project was highly successful in leveraging UNV's and ILO's unique expertise and linking the project with high profile efforts. The project recognized that progress occurs over time, utilizing past UNV-ILO collaborations to reinforce a productive partnership that continues to advance ways to meaningfully measure volunteer work. This approach also related to the project's building on UNV's and ILO's on-going relationships with government agencies to further their understanding and capacity for measuring volunteer work.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	These emerging good practices will be easily applicable and replicable, given a sufficient base level of commitment, capacity and resources. To continue this high value-for-money design, the partnerships (whether with UN or government agencies) will build on past efforts and current capacities.
Establish a clear cause- effect relationship	Leveraging ILO's expertise in research and statistics of labor issues and UNV's expertise on global volunteerism led to deepened understanding of the larger context and raised awareness of the significance of standardized data on volunteer work. Leveraging high profile efforts (such as SWVR and LFS) led to higher impact, broader reach and strong potential for sustainability, which results in high value for money.

Indicate measurable impact and targeted beneficiaries	Measurable impacts: increased awareness and capacity among NSOs in measuring volunteer work within the Labor Force Survey and knowledge products. Targeted beneficiaries: tripartite constituents, UN agencies and others working in the field of volunteerism and employment (academics, CSOs, etc.)
Potential for replication and by whom	UNV and ILO have a high potential for continuing these types of collaborations. Other UN agencies or any partnership would also be able to replicate similar leveraging of complementary expertise. While all would benefit from replicating the broader approach of progress over time and not rushing or over-reaching in a short timeframe.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	These emerging good practices links to the ILO Programme & Budget (2026-2027) Outcome A: Enhanced knowledge, communication, partnerships and platforms for innovation and capacity development
Other documents or relevant comments	

Appendix III: Terms of Reference

A. Key facts

Title of project being evaluated	
Project DC Code	GLO/24/08/UNV
Project start and end date	08 April 2024 – 30 June 2026
Type of evaluation	Independent
Timing of evaluation	Final
Donor	United Nations Volunteers (UNV) Programme
Administrative Unit in the ILO responsible for administrating the project	EMPLAB, ILO Department of Statistics (ILOSTAT), Geneva
Technical Unit(s) in the ILO responsible for backstopping the project	ILOSTAT
P&B outcome (s) under evaluation	Output 3.1. Increased capacity of Member States to develop and implement comprehensive employment policy frameworks Output A.1. More and better statistics with reliable labour market information systems
SDG(s) under evaluation	SDG 17: Partnerships for the goal
Project Budget	\$ 563,992

I. Background

The project **UNV/ILO Partnership on the Measurement of Volunteer Work (GLO/24/08/UNV)** was initiated to advance the measurement of volunteer work according to international standards and ILO guidance and tools. It builds on the achievements of the previous UNV-ILO partnership (2017-2022) through which the ILO developed survey tools for the statistical measurement of volunteer work; provided technical support to Member States; developed an e-training course on the

measurement of volunteer work and produced a policy paper on youth employability.

The ILO also provided technical support for the chapter on global estimates on volunteer work for the 2022 State of the World's Volunteerism Report (SWVR). ILO used volunteer statistics available in ILOSTAT to update the global estimates applying the estimation model developed by the Johns Hopkins University for the 2018 State of the World's Volunteerism Report.

Yet, volunteer work measurements through official statistical sources remained challenging. Only a limited number of countries implemented the ILO recommendations which seeks to standardize volunteer measurement, and which would most effectively facilitate aggregation and comparative analysis. Other government-led surveys focus on organizational volunteering, thereby missing the surely greater amount of volunteering activity worldwide which is carried out directly and informally between individuals and groups. And such surveys are far more easily found in the most developed economies and groups (such as OECD), leaving large gaps in terms of understanding volunteering behaviours across a range of contexts.

This project was design to:

- Develop an updated, standardized methodology to calculate global estimates on volunteer work.
- Provide technical support for UNV-led volunteer work data collection in selected countries.
- Produce global volunteer work estimates and a dedicated chapter for the 2025 SWVR.
- Support implementation of the volunteer work module in LFS/household surveys in four countries and assist others as needed.
- Organize two regional workshops for Member States/NSOs to promote volunteer work measurement tools and share lessons learned.
- Develop questions to capture informal and formal volunteer work for inclusion in the LFS add-on module.
- Prepare three knowledge products/policy briefs on:
 - Unpaid care work and volunteering
 - Volunteering and active ageing
 - Direct volunteer work (replacing digital volunteering and youth)

II. Purpose, objectives, and scope of the evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation projects. Therefore, the evaluation will be planned and implemented in accordance with the ILO Evaluation Policy and the ILO Results Based Evaluation Strategy, using the ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations. The evaluation will also comply with the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

The Purpose and Objectives of the Evaluation

The evaluation in the ILO is for accountability, learning, planning, implementation improvement, and building knowledge. Therefore, this independent final evaluation will indicate to the ILO, the donor, and its partners the extent to which the project has achieved its aims and objectives; and identify what worked, what did not work at output, outcome, and impact levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future. The evaluation will ensure accountability to the beneficiary, donor, and key stakeholders, and promote organizational learning within the ILO and among key stakeholders.

The evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation, as well as lessons learned, good practices, and recommendations. It will also touch upon cross-cutting issues such as gender equality, disability, social dialogue, environmental sustainability, and international standards, in terms of challenges and opportunities for tackling the most vulnerable segments in line with guidelines and protocols set by EVAL/ILO.

The evaluation also serves an additional purpose of informing the ILO Statistics Department's overall strategy for supporting production of official national volunteer work statistics and global estimates, to which the Project was designed to contribute, alongside other activities.

The evaluation will consider the project's relevance, efficiency, effectiveness, coherence, and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. The objectives of this independent evaluation are therefore to:

- i. Assess the relevance and coherence of the project to address constitution and target groups' needs;

- ii. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen;
- iii. Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) and ILO management contributed to the achievement of the stated objective and expected results;
- iv. Identify unexpected positive and negative results of the project;
- v. Assess the extent to which the project outcomes will be sustainable;
- vi. Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, internal and national stakeholders, the donor and ILO) for future similar interventions;
- vii. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes; and
- viii. Provide recommendations to contribute to further informing the ILO Statistics Department's overall strategy for supporting production of official national volunteer work statistics and global estimates, to which the Project was designed to contribute, alongside other activities.

Scope of Evaluation

This evaluation, as a product of analysis of the implementation of the project in its entirety, will examine the entire project implementation from 08 April 2024 to 30 June 2026. It will consider all the documents linked to the design of the project. This includes the project document, periodic reports, and implementation of its recommendations as well as documents produced as outputs of the project (including the knowledge products).

Primary audiences of the evaluation are the staff of the United Nations Volunteers Programme and of the ILO Statistics Department.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as ILO's constituents, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will apply the key criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential and apply international approaches for international development assistance established by OECD/DAC Evaluation Quality Standard and in line with the United Nations Evaluation Group (UNEG). In particular,

- The evaluation should address the evaluation criteria related to relevance, coherence, project progress/ achievements and effectiveness, efficiency in the use of resources, impact, and sustainability of the project interventions as defined in the 4th edition of the ILO Policy Guidelines for results-based evaluation (2020).
- The evaluation adheres to confidentiality and other ethical considerations throughout, following the United Nations Evaluation Group (UNEG) Ethical Guidelines and Norms and Standards in the UN System. The evaluation process will observe confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure maximum freedom of expression of the implementing partners, beneficiaries and other stakeholders, project staff will not be present during interviews.
- It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt the suggested evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO Evaluation Manager and the evaluator. The evaluation instrument (as part of inception report) to be prepared by the evaluators will indicate and/or modify (in consultation with the Evaluation Manager), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. ("Is the intervention doing the right things?")

1. Were the project objectives consistent with the UNV's, ILO's and country needs?

2. How did the project contribute to the relevant ILO and UNV development priorities of different stakeholders and potential countries?
3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?
4. To what extent did the project build on previous experience of the ILO and UNV?
5. Was intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
6. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

Coherence

The compatibility of the intervention with other interventions at global, regional or national level. ("How well does the intervention fit?")

1. Was the project design adequate to meet project objectives? Do outputs and activities causally link to the intended outcomes and objectives?
2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
3. To what extent is the project aligned or harmonised to relevant international development initiatives?
4. To what extent did the project and its activities build on the comparative advantage of the ILO and UNV?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. ("Is the intervention achieving its objectives?")

1. To what extent have the project objectives been achieved?
2. Were there any unintended results (positive or negative)?
3. What were the main internal and external factors that influenced the achievement or non-achievement of results?

4. How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E),
5. To what extent the communication and advocacy strategy contributed to achieve the project outcomes?

Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

1. To what extent are the resources (funds, human resources, time, expertise etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
2. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?
3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?
4. Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management
5. To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?
6. How effective was the communication and advocacy strategy in influencing the relevant target groups and audiences?
7. Did the project receive adequate technical and administrative support/response from the ILO backstopping units?

Impact potential

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")

1. To what extent have the project activities made a difference to specific SDGs that are linked to the project, as well as to the ILO's core principles (ILS, tripartism and social dialogue, gender equality and non-discrimination and just transition)?
2. Does the project design provide a sound foundation for assessing project impact?

3. Is the project on track to achieve its higher-level objectives?

Sustainability

The extent to which the net benefits of the intervention continue or are likely to continue. (“Will the benefits last?”)

1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
2. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners?
3. To what extent do the partners own the results of the Project and carry them forward?
4. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and UNV or other actors considering institutional and financial dimensions?
5. To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?
6. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and UNV?

III. Detailed tasks

The independent evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures

The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager. The methodology will include examining the intervention's Theory of Change (or request if feasible that evaluator reconstructs one if the TOC is not in place), with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The evaluation will apply methodology that should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of the project, as much as feasible, at all levels during the data collection and reporting phases.

The specific detailed elaboration of the evaluation method will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted accordingly to the agreed schedule of deliverables.

The evaluator may adapt the methodology, but any fundamental changes should be agreed upon between the evaluation manager and the evaluator and reflected in the inception report.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines⁵ and the ILO/EVAL checklists⁶.

The evaluator will be expected to follow EVAL's Guidance material on appropriate methodologies to measure key cross-cutting issues, namely the ILO EVAL Guidance Note 3.1 on integrating gender equality and non-discrimination; and the ILO EVAL Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects.

The methodology will ensure involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g. stakeholder workshop, debriefing of project manager, etc.). The methodology should clearly state the limitations of the chosen evaluation methods, including those related to the representation of a specific group of stakeholders.

The evaluation methodology will include:

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- desk review of all the key project documents and other relevant references to be provided by the Evaluation Manager;
- key informant interviews through online tools (and/or possibly in person, depending on the location of the evaluator and the venue of appropriate occasions to undertake such interviews);

- review of draft evaluation report by the Project stakeholders to ensure factual accuracies/clarifications and any final inputs in writing;

The methodology and techniques to be used in the evaluation should be described in detail in the inception report and the evaluation report, and should contain, at a minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, surveys, etc. The limitations of the chosen evaluation methods and the mitigation strategies followed should also be clearly stated.

The evaluator should develop the final evaluation methodology, including a theory of change (ToC), in consultation with the evaluation manager, once the evaluator submits the inception report. The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

An indicative list of persons to be interviewed will be prepared by the project in consultation with the Evaluation Manager. The project will provide logistical support.

Planning Consultations and meetings: This will include at least: ○ with the project staff and evaluation manager (Online): the evaluator will meet the project staff to reach a common understanding for the evaluation process, which includes the status of the project, the priority assessment questions, the available data sources and data collection instruments, and an outline of the final assessment report. The following topics will be covered: project background and materials, key evaluation questions and priorities, data sources and data collection methods, logistic support and outline of the final report.

○ with backstopping units and the donor: the evaluator will meet with the technical backstopping in HQ through Teams or other online platform. These meetings aim to reach a common understanding in relation to the technical and financial status of the project.

Desk review of all relevant documents: Desk review includes the following information sources:

- Project Document.
- ToC, logframe, results framework, work plans, budget
- List of key stakeholders to be interviewed with contact details: List of names and positions of current and former technical assistance project staff and contacts.

- All technical progress reports including the inception phase. Research, strategy documents and study reports (including baseline studies if existing) conducted by the Project.
- All key project finance documents and records.
- Newspaper articles, if any.
- Mission reports, if any; and
- Any other available relevant document on the project.

The desk review may suggest several preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

Interviews with stakeholders for collection of primary data: The evaluator will meet with number of project beneficiaries. **In case of project countries, the evaluator will use the online platform to interview the stakeholders/beneficiaries.** During the data collection process, the evaluator will compare and cross-validate data from different source (constituents, project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary and interviews) that will complement each other.

Post-Data Collection and Stakeholders' Workshop/meeting: Upon completion of the data collection and analysis, the evaluator will conduct a stakeholders' meeting (Online) with the stakeholders, including ILO, to share the preliminary findings, conclusions, and recommendations. After incorporating inputs from the stakeholders' meeting, the evaluator will share the draft report with the Evaluation Manager, who, after a methodological review, will circulate it to the stakeholders for their comments and inputs, and the evaluator will be responsible for considering the feedback provided and reflecting relevant inputs to the final report and the comments log.

Debriefing/Presentation: Upon completing the report, the evaluator will provide a debriefing to the ILO Team on the evaluation findings, conclusions and recommendations. The final draft of the report will be shared by the evaluator with the Evaluation Manager, who will approve the report and then will share it with the ILO EVAL for their comments, inputs and final approval.

The evaluator will be responsible for considering the feedback provided and reflecting relevant inputs to the final report.

IV. Expected deliverables

The following products will have to be produced and delivered by the evaluator:

Inception Report: To be submitted to the Evaluation Manager within **5 days** of the receiving of all programme documents and may be circulated among key stakeholders.

This report will propose the methods, sources and procedures to be used for data collection and analysis. It will also include a proposed timeline of activities and submission of deliverables. The Evaluator will also share the initial draft inception report with the Project Team and Evaluation Manager to seek their comments and suggestions. The inception report should be in line with Checklist 4.8 “Writing the Inception Report”. The inception report will be not more than 20 pages excluding the annexes, upon the review of available documents and an initial discussion with the project management and the donor.

The inception report will:

- Describe the conceptual framework that will be used to undertake the evaluation.
- Elaborate the methodology proposed, including developing a ToC, in the TOR with changes as required.
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible), data collection methods, and purposive sampling.
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones.
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- Set out an outline for the final evaluation report.
- Interview guides and other data collection tools

Workshop (Online): To present the preliminary results to the stakeholders for their feedback

A first draft of the evaluation report: To be submitted to the Evaluation Manager (refer to “Checklist 4.2: Preparing the evaluation report” and Checklist

4.9: Rating the Quality of an Evaluation Report) within **10 working days** of completion of the data collection and after the stakeholders’ meeting. The report will answer the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices, and technical recommendations for the key stakeholders. The draft report will be **30-40 pages** plus an executive summary and appendices. The draft report will be disseminated to all key project stakeholders to seek their comments and suggestions.

Final Evaluation Report: To be submitted to the Evaluation Manager within **5 days** of receipt of the draft final report with comments. The Final Report should be submitted along with all relevant Annexes as indicated in the ILO Guidance Note on the evaluation report (including executive summary, good practices, lessons learned etc.)

Once the final report is completed and reviewed by the Evaluation Manager, it will be shared with the with ILO EVAL for final approval and requests the management response to the ILO responsible officer. Then the report will be available for wider dissemination to all stakeholders.

An evaluation summary: using the ILO Summary template and in line with Checklist

Suggested Report Format: The final version of the report shall follow the format below in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports and be no more than 30-40 pages in length, excluding the executive summary and annexes, follow the structure presented in the preliminary report and include a cover page. Appendices should include the questions matrix, the interview guides, work schedule, a list of interviewees, and a list of documents analysed, a PowerPoint summary in English. Kindly peruse [wcms_746808.pdf \(ilo.org\)](#):

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Project Background
6. Evaluation Background
7. Evaluation criteria and questions
8. Evaluation Methodology

9. Main Findings
10. Conclusions
11. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
12. Lessons learned and Emerging Good Practices: Template for lessons learned is [wcms_746820.pdf \(ilo.org\)](#) and for good practices [wcms_746821.pdf \(ilo.org\)](#). The guidance template can be found at [wcms_746730.pdf \(ilo.org\)](#)
13. Annexes
14. TOR
 - Inception Report
 - Evaluation matrix
 - List of persons consulted
 - Schedule of work (briefings, data collection, interviews, field visits, workshop/s/Meeting/s)
 - Documents consulted
 - Data collection tools
 - Logical framework analysis matrix
 - Lessons learned
 - Emerging good practices

All deliverables must be written in English. All deliverables will be submitted in electronic format in Word.

The process of the finalization of the Evaluation reports:

- The Evaluation Manager will provide methodological comments to the draft final report, which will also be shared with all the stakeholders to receive their comments.
- After consideration of the comments of stakeholders on the report, the draft final report will be subject to approval by the evaluation manager and then submitted to the ILO Evaluation Office for final approval. The final report shall be delivered no later than 5 days after receiving the comments on the draft report.

A summary of the final evaluation report (ILO/EVAL template) will be sent, together with the final report, in English to the evaluation manager based on the executive summary of the evaluation report. Please see [wcms_746811.pdf \(ilo.org\)](#)

V. Reporting arrangements

The evaluator will be working under the supervision of the ILO Evaluation Manager. The evaluation will be managed by Mr Tara Prasad Bakhariya, ILO officer based in Nepal and with no relationship with the project. The Evaluator will report to the Evaluation Manager.

Evaluation Manager: The Evaluation Manager will supervise, coordinate, and guide the assignment. He will give the final decision and feedbacks on all the outcomes of the assignment.

Independent Evaluator: The independent evaluator will conduct this evaluation.

- Responsible for overall evaluation of the project
- Ensure quality control and adherence to ethical guidelines.
- Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, drafting reports and drafting and presenting a final report
- Ensuring the evaluation is conducted as per TORs and timeline, including following ILO and UNEG guidelines, methodology, and formatting requirements and adhering to evaluation report quality standards as referred to above
- Liaising with the evaluation manager and work with project team and stakeholders to conduct the entire evaluation process
- Conduct meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop/meeting)
- Be flexible on the evaluation timeline if it takes longer time due to difficulties encountered from remote interviews, be responsible for completing consultations with all key stakeholders, and try their best to complete the interviews/data collection
- Contributing to the report dissemination and communication (if any) by participating in webinars and supporting or providing inputs to evaluation communication products

Legal and ethical matters

The evaluation will be carried out in adherence with the ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards, and OECD/DAC criteria for evaluating development assistance.

Ethical considerations will be taken into account in the evaluation process. As requested by the UNEG Norms and Standards, the evaluator(s) will be sensitive to beliefs, manners, and customs, and act with integrity and honesty in the relationships with all stakeholders.

The evaluator(s) shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality while ensuring that sensitive information cannot be traced to its source.

The ILO owns the copyright and will decide on the possible dissemination of the findings and any other information produced under this assignment. For detailed information, please follow this page: <https://www.ilo.org/publications/ilo-evaluation-guidance>

All deliverables will be paid for on satisfactory completion and certification by the ILO evaluation manager and in line with the ILO Evaluation report checklist.

VI. Detailed qualifications, experience and skills required

The evaluation will be conducted by an experienced evaluator.

Main qualifications:

- Advanced university degree preferably in social statistics, economic development or related qualifications,
- A minimum of five (5) years of professional experience in evaluating international programmes and projects, development initiatives, logical framework and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Minimum five (5) years of professional experience in undertaking evaluation of development cooperation projects, particularly in the areas of evidence-based policy development, national statistical capacity building, data to policy pathways, mainstreaming gender statistics, among others.
- Relevant working experiences in middle- and low-income countries.
- Work experience in the UN system or other international development entities, preferably on applied statistics.
- Fluency in English is essential- both verbal and written
- Demonstrated ability to work in group and deliver quality results within strict deadlines.

Other requirements:

Along with the updated CV, submit the below documents:

- A brief proposal on outlining a proposed methodology for assignment, approach to quality assurance, data validation, and handling potential challenges, a tentative workplan, with clear timelines aligned to the consultancy duration.
- Two examples of similar consultancy work (reports, briefs, or links); and at least two professional references familiar with the applicant's prior work in relevant areas.

VII. Timeframe for Engagement

The timeframe for the completion of all the deliverables (**Dn**) as stated above will be between 13 April 2026 and 26 June 2026.

Deliverables 1 (D1) - Submission of draft Inception Report – 20 April 2026

- Desk review of project-related documents; Online briefing with the Evaluation Manager and project team.
- Prepare inception report, including interview questions and questionnaires for project stakeholders
- Review and approval of Inception Report by the Evaluation Manager

Deliverables 2 (D2) - Submission of Draft Evaluation Report – 5 June 2026

- Conduct interviews and surveys with relevant project staff, stakeholders, and beneficiaries
- Presentation of preliminary results to the stakeholders in a workshop/meeting (Online).
- Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; draft report
- Methodological review by the Evaluation Manager
- Circulation of the draft report by the Evaluation Manager to the stakeholders

Deliverables 3 (D3) - Submission of Final Evaluation Report – 19 June 2026

- Revise and finalize the report addressing stakeholders' comments

VIII. Payment terms

1. Consultancy fees:

The evaluator is accountable for all the deliverables and payment will be effected only when outputs have been delivered to the satisfaction of the ILO.

The daily consultancy fee will be based on the ILO fee range table in USD. In case of the external collaboration contract is to be established in local currency, "The daily fee will be based on the ILO fee range table in USD, converted to local currency using the United Nations Operational Rate of Exchange effective at the time of establishing the contract."

2. Payment Schedule:

The project will cover the cost of the evaluation as follows: -

- Professional fee: Proposed professional fee's terms of payment.
- 20% upon the approval of the inception report.
- 30% upon approval of the draft evaluation report.
- 50% upon the approval of the final evaluation report by the ILO Evaluation Office.

Any payments besides the consultancy fee will be made based on agreed conditions under the external collaboration contract.

Appendix IV: List of Persons Interviewed

	Title	Name	Organization	Designation	Mode of Interview
1	Ms.	Emiliya Asadova	UNV	Policy Specialist-Evidence, Volunteer Advisory Services Section	Virtual
2	Mr.	Tapiwa Kamuruko	UNV	Chief, Volunteer Advisory Services Section	Virtual
3	Ms.	Sara Elder	ILO	Head, Employment Analyses & Economic Policies Unit - EMPLAB	Virtual
4	Mr.	Niall O'Higgins	ILO	Sr Employment Research & Technical Specialist - EMPLAB	Virtual
5	Ms.	Maria Payet	ILO DWT/CO-Pretoria (Country Office and Decent Work Team)	Sr Statistician	Virtual
6	Ms.	Marcela Cabezas	ILO DWT/CO-Santiago (Country Office and Decent Work Team)	Regional Labour Statistician	Virtual
7	Mr.	Ritash Sarna	ILO STATISTICS	Deputy Director	Virtual
8	Mr.	Steven Kapsos	ILO STATISTICS	Head, Data Production and Analysis	Virtual
9	Mr.	Vladimir Ganta	ILO STATISTICS	Sr Statistician/Project Manager	Virtual
10	Ms.	Niamh Hogan	ILO STATISTICS	Department Secretary	Virtual
11	Ms.	Desiree Manamela	ILO STATISTICS		Virtual
12	Ms.	Vivienne Moraa Nyarunda	Labour and Price Statistics, Kenya	Snr. Manager	Virtual

13	Ms.	Carmen Granda	Instituto Nacional de Estadística y Censos (INEC) - Ecuador	NSO	Written
14	Ms.	Fernanda Karine Ruiz Colenghi Baptista	Instituto Brasileiro de Geografia e Informática - Brazil	NSO	Virtual
15	Ms.	Sofia Monti	Instituto Brasileiro de Geografia e Informática - Brazil	NSO	
16	Mr.	Clapton Munongerwa	Zimbabwe	NSO	Virtual

Appendix V: Evaluation Matrix and Data Collection Tools

A. Evaluation Matrix

Evaluation Questions	Measures/ Indicators	Data Sources	Data Collection Methods	Stakeholders/ Informants	Analysis and Assessment
Relevance					
1. Were the project objectives consistent with the UNV's, ILO's and country needs? 2. How did the project contribute to the relevant ILO and UNV development priorities of different stakeholders and potential countries? 3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by	- Project objectives and strategy contributes to UNV's, ILO's and supported country needs. - Project design reflects previous UNV-ILO efforts - Project contributions to UNV-ILO development priorities of different stakeholders/countries outlined in UNV and ILO documents - Project amendment, or reported revisions, (if any) - Logical consistency of results chain; realistic assumptions and targets; alignment between context, design, and expected outcomes; evidence of valid causal pathways	- Project documents, relevant UNV and ILO policies and strategies, relevant national policy and plans - Research and study reports, all project documents - Relevant reports of UNV and ILO including project contributions - Project Amendment/ Revision documents - UNV/ILO staff, project stakeholders and partners	- Document review - Key informant interviews - Focus Group Discussions - Survey	- Project stakeholders, project staff, key UNV and ILO staff from relevant country offices and HQ - Workshop participants, relevant stakeholders including government officials, CSOs, representatives from academic institutions	- Assessment of relevant plan & policies, including relevant documents of UNV, ILO and national policy/plans. - Triangulation of data from different sources

different stakeholders' needs? 4. To what extent did the project build on previous experience of the ILO and UNV? 5. Was intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress? 6. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?	- Stakeholders' assessment on the strategic relevance and project's contribution to the relevant ILO and UNV development priorities. (consultations and existing documentation) - Project documents include gender assessment, and gender responsive results framework to promote gender equality. - extent to which gender balance was achieved in consultations and project team during design phase.				
Coherence					
1. Was the project design adequate to meet project objectives? Do outputs	- Extent to which activities, outputs are necessary and sufficient to achieve intended outcomes	- Project document, UNV-ILO partnership agreements, results framework, Theory of Change,	- Document review. ToC analysis	- Project stakeholders, project staff, key UNV and ILO staff from relevant country offices and HQ	- Assessment of relevant documents and ToC

and activities causally link to the intended outcomes and objectives? 2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components? 3. To what extent is the project aligned or harmonized to relevant international development initiatives? 4. To what extent did the project and its activities build on the comparative advantage of the ILO and UNV?	- Evidence of sequencing and logical interdependence across components - Evidence of complementarities or synergies with related international initiatives or programmes - Extent to which project made effective use of each agency's expertise, networks, and organizational capacities - Stakeholder perception of the distinct contribution of each organization; project interventions addressed the main barriers to achieving results	progress reports, workshop reports, study reports, relevant UNV-ILO policy/strategy and reports - Project team, relevant UNV, ILO staff, national partners and stakeholders	- Key informant interviews - Focus Group Discussions	- Workshop participants, relevant stakeholders including government officials, CSOs, representatives from academic institutions	- Triangulation of data from different sources
Effectiveness					
1. To what extent have the project objectives been achieved? 2. Were there any unintended results (positive or negative)? 3. What were the main internal and external	- Progress against outputs and outcomes, achievement of target - Stakeholder views on results - Evidence of unexpected positive or negative changes	- Project document, logframe, progress reports, monitoring data, workshop reports, study reports, relevant UNV-ILO policy/strategy and reports, lessons	- Document review. ToC analysis - Key informant interviews	- Project stakeholders, project staff, key UNV and ILO staff from relevant country offices and HQ - Workshop participants, relevant	- Assessment of relevant documents, and gender analysis - Triangulation of data from different sources

factors that influenced the achievement or non-achievement of results? 4. How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E), 5. To what extent did the communication and advocacy strategy contribute to achieving the project outcomes?	- Stakeholder assessment of enabling factors and barriers, stakeholder views on results - Gender analysis in the project document, gender-responsive indicators and targets, sex- disaggregated data, women's participation in project activities; research and studies reflect gender dimensions - Number of communication materials, quality of communication	learned, Gender analysis and reporting - Communication strategy and materials, outreach data, Knowledge products - UNV/ILO staff, project stakeholders and partners	- Focus Group Discussions - Survey	stakeholders including government officials, CSOs, representatives from academic institutions	
Efficiency					
1. To what extent are the resources (funds, human resources, time, expertise etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives? 2. To what extent did the project budget factor-in the cost of specific activities,	- Alignment of resource allocation with project priorities and planned outputs/activities, adequate human resources to deliver results - level of national engagement in implementation - Evidence of regular monitoring and use of findings for decision-making; existence of learning and feedback mechanisms	- Project document, progress reports, monitoring data, M&E plan, Gender analysis and reporting, financial data and records. - Communication strategy, materials and progress report on its implementation, knowledge products	- Document review. budget analysis - Key informant interviews - Focus Group Discussions	- Project stakeholders, project staff, key UNV and ILO staff from relevant country offices and HQ - Workshop participants, relevant stakeholders including government officials, CSOs, representatives from academic institutions	- Assessment of relevant documents - Triangulation of data from different sources

outputs and outcomes? 3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation? 4. Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feedback to management 5. To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination? 6. How effective was the communication and advocacy strategy in influencing	- evidence of allocated resources for gender-responsive activities, evidence of gender-responsive implementation and monitoring - Level of awareness and engagement of target groups - Relevance and quality of support received from ILO - Stakeholder assessment	- UNV/ILO staff, project stakeholders and partners			
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the relevant target groups and audiences? 7. Did the project receive adequate technical and administrative support/response from the ILO backstopping units?					
Impact Potential					
1. To what extent have the project activities made a difference to specific SDGs that are linked to the project, as well as to the ILO's core principles (ILS, tripartism and social dialogue, gender equality and non-discrimination and just transition)? 2. Does the project design provide a sound foundation for assessing project impact? 3. Is the project on track to achieve its higher-level objectives?	- Evidence of contribution to relevant SDGs; evidence of contribution to ILS, tripartism, social dialogue, gender equality, non-discrimination, and just transition - Existence and clarity of Theory of Change; robustness of impact-level indicators, baselines, and targets - Robustness of M&E framework for assessment of outcome/impact level results	- Project document, UNV-ILO partnership agreements, results framework, Theory of Change, progress reports, workshop reports, study reports, relevant UNV-ILO policy/strategy and reports, M&E plan - UNV/ILO staff, project stakeholders and partners -	- Document review. budget analysis - Key informant interviews - Focus Group Discussions	- Project stakeholders, project staff, key UNV and ILO staff from relevant country offices and HQ - Workshop participants, relevant stakeholders including government officials, CSOs, representatives from academic institutions	- Assessment of relevant documents - Triangulation of data from different sources

	- Progress toward intended outcomes - Stakeholder assessment of project potential impact				
Sustainability					
1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)? 2. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners? 3. To what extent do the partners own the results of the Project and carry them forward?	- Integration of project-supported mechanisms, policies, or systems into national systems - Number of project beneficiaries continue using project-supported methodology - Number and quality of ownership measures including workshops - Evidence of co-financing commitments - Number of stakeholders expressing interest in replicating the project approach - Accessibility and quality of knowledge products - Stakeholder views on ownership and	- Project reports, exist strategy (if any), relevant documentation of ILO, UNV and national partners's reports/records, financial data, reported lessons learned - Knowledge products and dissemination data - Partnership agreements (if any) and communication	- Document review. budget analysis - Key informant interviews - Focus Group Discussions - Survey	- Project stakeholders, project staff, key UNV and ILO staff from relevant country offices and HQ - Workshop participants, relevant stakeholders including government officials, CSOs, representatives from academic institutions	- Assessment of relevant documents - Triangulation of data from different sources

4. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and UNV or other actors considering institutional and financial dimensions? 5. To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners? 6. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and UNV?	usefulness of knowledge products - Existence of exit strategy or post-project plans				
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B. Interview Guide

Key Informant Interviews (KIs) and Focus Groups will be guided by, but not limited to, the following questions. This semi-structured approach will allow for exploration of experiences that, in total, will provide a depth of understanding regarding the evaluation questions. Interview questions will be adapted for different groups of stakeholders, as needed.

Prior to the interview, the key informants will be briefed about the evaluation process and purpose of the KIs. They will be asked to provide their verbal consent before the interview commences. All the information and data will be kept strictly confidential and will only be used by the evaluator. Responses will not be attributed to any one person. The responses will be analyzed and results shared only in aggregate.

The following are draft questions for the interviews and will be refined and specified according to groups (UNV/ILO HQ, UNV COs, national government officials, etc) once the inception report is finalized and a thorough document review is conducted.

Introduction and Interview Objectives:

Hello,

Thank you for taking the time to talk with us. I am Jude Kallick and I have been commissioned by the International Labor Organization (ILO) to conduct an independent final evaluation of their project with the United Nations Volunteers (UNV) programme on the Measurement of Volunteer Work. This interview is an opportunity to reflect on your experiences with the project and recommendations for ways to improve this type of effort.

This final evaluation aims to assess the project's performance and identify key learning and recommendations with the primary intention of supporting efficient and effective success for the project

We have selected a sample of UN staff, government officials involved in the project, donor representatives, among others to interview as key informants for this evaluation. Your responses to the interview questions are entirely voluntary and will be confidential. Your responses will only be shared as part of a combined analysis with data from all interviews. No responses will be identifiable to a particular organization or individual and your name will not appear anywhere.

Do you have any questions about the project or this evaluation before we start the interview?

Interview Protocol

Date:	
Interviewee:	
Position:	
Organization:	
Location:	

Background Questions

1. What have been your role and responsibilities in the project?
 - a. How long have you been involved with the project?
 - b. Were you involved in the project design process? In what ways?

Relevance

2. How was the need for this project determined?
3. Who was involved in the design of the project?
4. What would you say are the main ways that the project aligns with or supports your organization's strategies and goals?
5. In what ways does the project align with overall UN priorities?
6. In what ways was gender and leave no one behind (LNOB) considered in the project design?
7. Given that what's planned is never exactly how things go, can you describe key ways (if any) that the needs and priorities of the donor and/or beneficiaries changed for the project? In what ways did the project activities adapt to these changing needs?

Coherence

8. Were there other initiatives that complemented the project's activities at the national, regional or global levels?
 - a. If any, can you describe these complementary activities or partnerships that enhanced collaborations?
9. How did the project build partnerships with other stakeholders?
 - a. What have been key successes and challenges along the way?
10. What aspects of the project design enhanced or inhibited the ability to collaborate and leverage other initiatives or activities?
11. What would you say were the key added values of ILO and UNV? How was this leveraged and built upon?

Effectiveness

12. What would you highlight as the most significant results of the project?
 - a. What evidence and/or examples would demonstrate that?
13. What are the key factors that contributed to the project's success?
14. What are the main challenges you came across in implementing the project or what you learned from project activities?
15. How well were gender and LNOB considerations integrated into the project cycle?
16. In what ways did communication and advocacy strategies contribute to the project's results?

Efficiency

17. How would you describe the coordination between ILO and UNV?
18. How would you describe the coordination between the project team and offices/stakeholders at the regional and country levels?
19. How would you describe the extent to which the technical and financial resources for the project were sufficient for delivering the project's activities as envisioned in the project document?
 - a. In what ways, if any, were resources leveraged? (eg, national engagement, any additional funding, staff time, expertise etc.)
 - b. In what ways, if any, were resources leveraged to specifically promote gender equality and non-discrimination?
20. How timely were project activities delivered? What helped or hindered this (management adaptations, government actions, etc)?
21. To what extent did the M&E system support the project?
 - a. How well did the logframe capture the information needed to make decisions and demonstrate success?
22. In what ways did the communication and advocacy strategy influence relevant target groups or stakeholders?
23. How would you describe the technical and administrative support provided/received from the ILO backstopping units?

Impact

24. In what ways do you feel the project made a difference, if any?
25. Which specific SDGs, if any, has the project made an important difference?
26. How would you describe the project's progress towards achieving its higher-level objectives?

Sustainability

27. How would you describe the readiness of project participants in integrating measurements of volunteer work in your country?
28. How would you describe your government's approach or perspective on volunteer work?

29. What level of priority would you say the government puts on volunteer work in the country?
30. What products or knowledge (research papers, progress reports, and manuals, among other things) generated in this project do you anticipate being useful for future efforts, such as informing policies and practices?
31. What aspects of the project do you think could be sustained after it closes? In what ways? Are there additional supports that would be necessary?

Lessons Learned and Way Forward

32. What would you say were the top 2-3 good practices and lessons learned thus far?
33. Knowing what you know now, is there anything you would do differently if you were to work on a similar project in the future?

Final Comments

19. Anything else you feel is important to share about the Centre that we haven't covered?

C. Survey Questionnaire

I. Introduction

Hello Colleague!

You have been selected to provide feedback to the International Labor Organization (ILO) related to their workshop on "Measuring Volunteer Work for Policy Development".

As part of the Final Project Evaluation, ILO has contracted Jude Kallick to conduct an independent assessment of the progress and offer learnings and recommendations based on the data collected from a wide range of partners and stakeholders, such as yourself. To that end, ***we request 15 minutes of your time to complete this online survey.***

This survey is confidential and the results will only be reported in aggregate to allow for candid responses.

Please contact Jude@kallickconsulting.com with any questions.

¡Hola, colega!

Ha sido seleccionado para proporcionar sus comentarios a la Organización Internacional del Trabajo (OIT) en relación con su taller sobre «La medición del trabajo voluntario para el desarrollo de políticas».

*Como parte de la evaluación final del proyecto, la OIT ha contratado a Jude Kallick para llevar a cabo una evaluación independiente de los avances realizados y ofrecer aprendizajes y recomendaciones basados en los datos recopilados de una amplia gama de socios y partes interesadas, como usted. Con este fin, **le solicitamos 15 minutos de su tiempo para completar esta encuesta en línea.***

Esta encuesta es confidencial y los resultados se presentarán únicamente de forma agregada, con el fin de facilitar respuestas francas.

Si tiene alguna pregunta, por favor póngase en contacto con Jude@kallickconsulting.com.

II. Background

The following information is strictly to support data analysis for the Evaluator. All information is confidential and will not be linked to any individual.

La siguiente información tiene como único fin respaldar el análisis de datos para la Evaluadora. Toda la información es confidencial y no se vinculará a ningún individuo.

A. Which workshop on "Measuring Volunteer Work for Policy Development" did you attend? ¿A qué taller sobre "Medición del trabajo voluntario para el desarrollo de políticas" asistió?

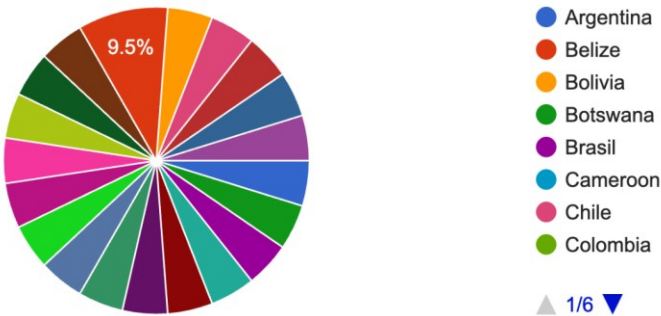
21 responses



*There were 2 respondents who did not attend the workshop, but did receive the materials.

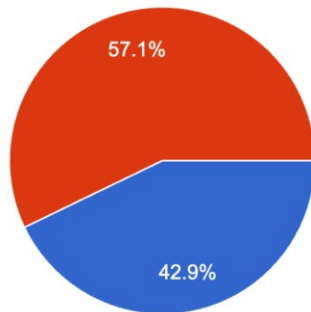
B. In which country are you working? ¿En qué país está trabajando?

21 responses



C. What is your gender? ¿Cuál es su género?

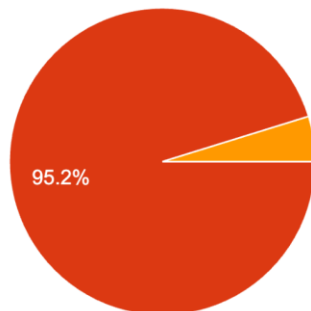
21 responses



- Female/ Feminina
- Male/ Masculino
- Gender not listed here/ Género no incluido aquí
- Prefer not to say/Prefiero no decirlo
- Option 4

D. Do you identify as a person with a disability? ¿Se identifica como una persona con discapacidad?

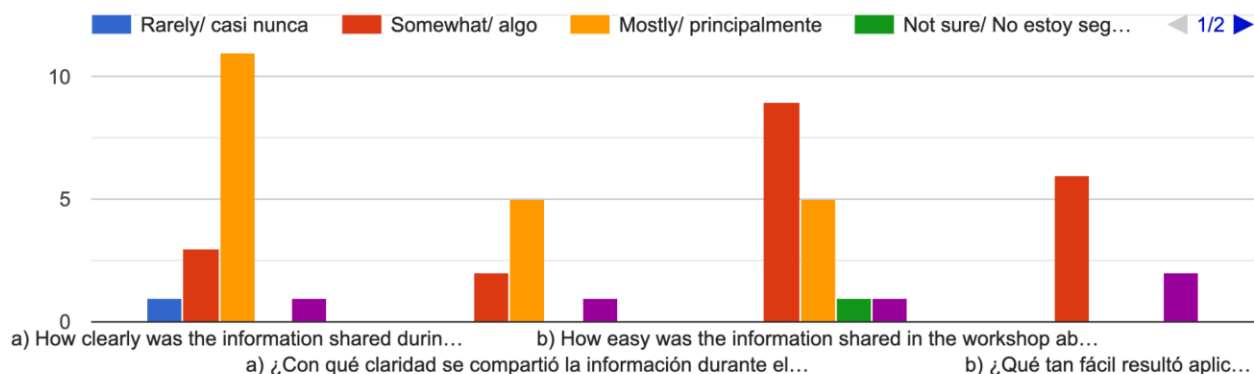
21 responses



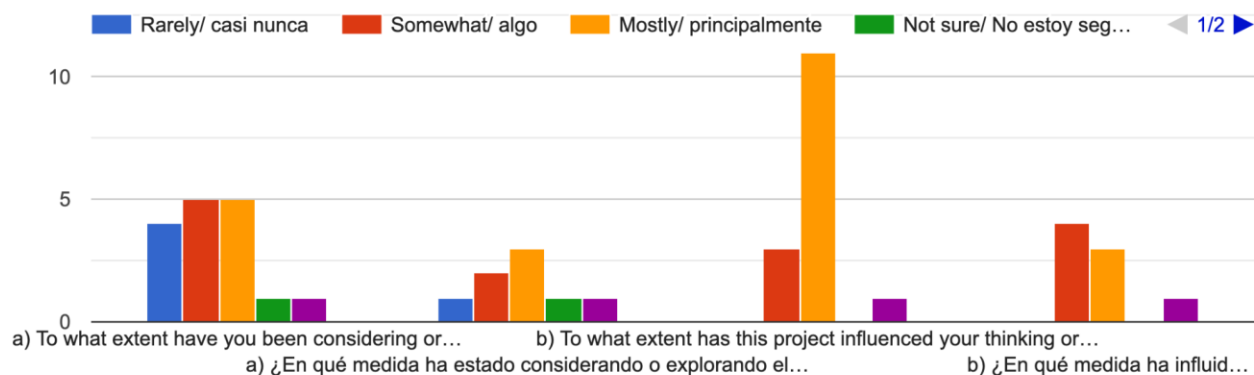
- Yes/ Sí
- No
- Prefer not to answer/ Prefiero no responder
- Option 4

III. Workshop Activities

E. Please rate the following aspects according to your experiences with the "Measuring Volunteer Work for Policy Development" workshop. (Only resp...tas en inglés o en español, no en ambos idiomas).



F. Please rate the following aspects according to your experiences with measuring Volunteer Work in your country. (Only respond to English or Spanish...ntas en inglés o en español, no en ambos idiomas).



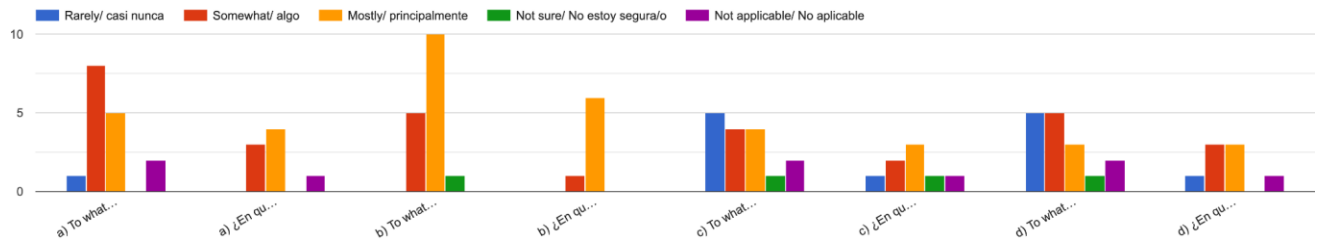
F.2 Please provide a specific example of the way your thinking or efforts have shifted regarding measuring volunteer work, if any.

Por favor, proporcione un ejemplo específico de cómo ha evolucionado su enfoque o sus esfuerzos con respecto a la medición del trabajo voluntario, si lo hay.³⁸

³⁸ Specific responses not provided for confidentiality.

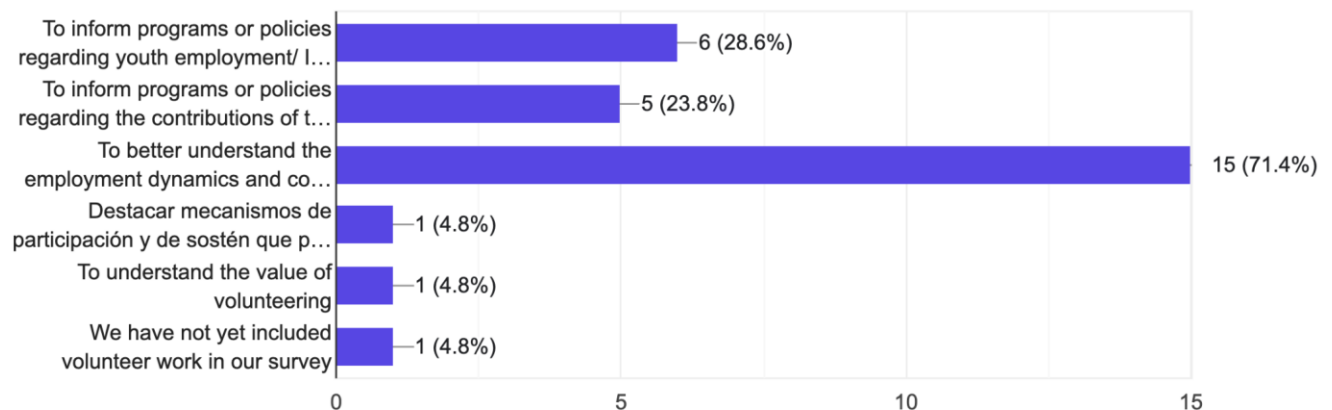
IV. Sustainability and Impact

G. Please answer the following according to your experiences with measuring Volunteer Work in your country. (Only respond to English or Spanish questions, not both) Por favor, responda lo siguiente de acuerdo con sus experiencias en la medición del trabajo voluntario en su país. (Responda únicamente a preguntas en inglés o en español, no en ambos idiomas).



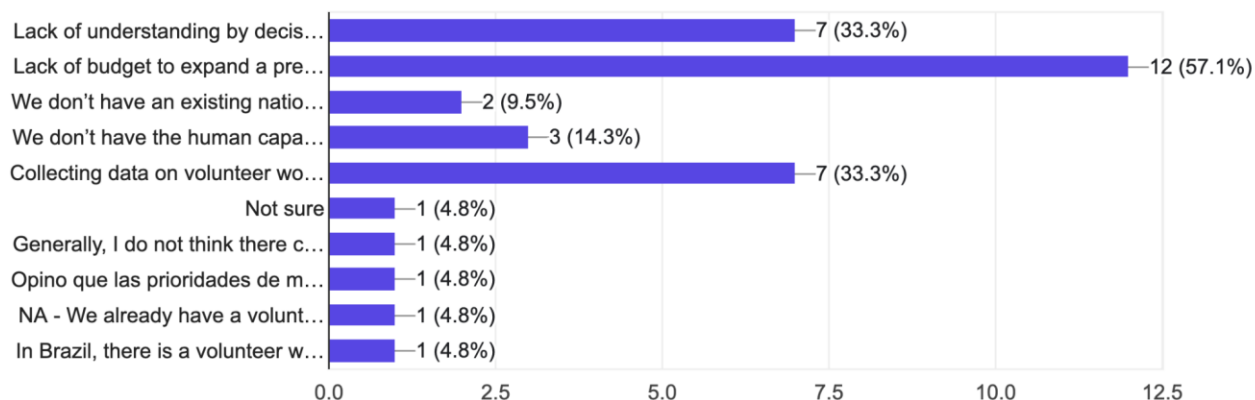
H. From your perspective, which of the following would you say most closely describes the top reason your government would benefit from measuring volunteer work in your country? ¿Cuál de las siguientes describiría más de cerca la principal razón por la que su país se beneficiaría de medir el trabajo voluntario en su país?

21 responses



I. From your perspective, which of the following would you say most closely describes the biggest challenge to embedding questions on volunteer work...jo voluntario en la encuesta nacional de su país?

21 responses



V. Final Comments

Please share any final comments or recommendations for improvement
*Por favor, comparte cualquier comentario final o recomendación de mejora.*³⁹

³⁹ Specific responses not provided for confidentiality.

Appendix VI: Bibliography

Project Documents

1. UNV to ILO Contribution Agreement, signed by both parties (April 2024);
2. Annex I – Detailed Description of the Activities;
3. Annex II – Multi-Year Workplan by Output;
4. Annex III – Division of Labour between ILO and UNV per Output/Activity;
5. Annex IV – Detailed Budget;
6. Annex V – Governance Arrangements/Oversight Mechanism;
7. 1st Progress Report, April–June 2024;
8. 2nd Progress Report, July–September 2024;
9. 3rd Progress Report, October–December 2024;
10. 4th Progress Report, January–March 2025;
11. 5th Progress Report, April–June 2025;
12. 6th Progress Report, July–September 2025;
13. 7th Progress Report, October–December 2025;
14. South Africa Regional Workshop Report, Johannesburg, 4–5 June 2025;
15. Chile Regional Workshop Report, Santiago, 14–16 October 2025;
16. ILO Project Financial Status Report, GLO/24/08/UNV, printed 15 May 2026.

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2. International Labour Organization & United Nations Volunteers. (2025). *Volunteer Work Among Older Persons: Trends and Policy Implications for Ageing Societies*.
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10. United Nations. *Beyond GDP*. Available at: <https://www.un.org/en/beyondGDP>
11. United Nations. UN80 Initiative. Available at: <https://www.un.org/en/un80-initiative>