

NATIONAL LEADERSHIP FOR VOLUNTEERING

A Report from a First Global Dialogue



In November 2016, national leaders for volunteering from 38 countries gathered in Mexico City immediately prior to IAVE's 24th World Volunteer Conference to share with, learn from and support one another. This is the report on their discussions.

Why National Leadership

By creating and sustaining a national environment that highly values volunteering and encourages and enables people to participate, **national leadership for volunteering ultimately results in more people, more effectively engaged with greater impact:**

- addressing priority human, social, environmental and economic problems;
- building more cohesive, participative and resilient communities;
- helping people lead healthier, more productive and more fulfilling lives through their service to others and to society.



International
Association for
Volunteer
Effort

COUNTRIES REPRESENTED

Australia	India	Panama
Austria	Ireland	Paraguay
Canada	Israel	Peru
Chile	Italy	Philippines
China	Kenya	Russia
Croatia	Korea	Sudan
Denmark	Malaysia	Taiwan
Dominican Republic	Mexico	Trinidad and Tobago
Ecuador	Mongolia	Uruguay
Germany	Morocco	United States
Guatemala	Netherlands	Venezuela
Hong Kong	New Zealand	Vietnam
Hungary	Northern Ireland	

Background

IAVE has had an increasingly close relationship with “national volunteer centers” (NVCs) since 1982 when the Volunteer Center of the United Kingdom became the first one to serve as host for an IAVE world conference. It also convened the first-ever international meeting of NVCs immediately following that conference.

By 2000 IAVE had produced the first directory of NVCs and since the creation of its website has maintained a list of those organizations that have so identified themselves. In 2013, IAVE created the Global Network of National Volunteer Centers (GNNVC) as a first step toward

establishing a closer partnership with national leadership structures

In 2015, IAVE launched a research project to identify and develop a knowledge base about national leadership efforts for volunteering around the world. The research team cast as broad a net as it could, combining outreach to known NVCs with extensive internet-based desk research and engagement with a range of global volunteer involving and resource organizations to ask their assistance.

By the time of the Mexico City convening, the team had looked at some 134 countries and had identified likely examples of organized national leadership for

volunteering in 102 countries, completing interviews and surveys with 81.

It was from this pool that the participants in Mexico City were invited. Much of the discussion in which they engaged was built on the interim research findings.

The discussion among peer leaders was energetic and collegial, future-focused and serious. It reflected both the inherent value of volunteering and the absolute necessity of strong leadership for it.

As IAVE states in its Universal Declaration on Volunteering¹:

Volunteering is a fundamental building block of civil society. It brings to life the noblest aspirations of humankind – the pursuit of peace, freedom, opportunity, safety, and justice for all people.

Volunteering – either through individual or group action – is a way in which:

- human values of community, caring, and serving can be sustained and strengthened;
- individuals can exercise their rights and responsibilities as members of communities, while learning and growing throughout their lives, realizing their full human potential; and,
- connections can be made across differences that push us apart so that we can live together in healthy, sustainable communities, working together to provide innovative solutions to our shared challenges and to shape our collective destinies.

While “helping” and “getting involved” often may be spontaneous acts, volunteering, like all strong, sustained, high impact activities, requires strong leadership and effective management. That is the day to day work of those gathered in Mexico City.

The research team, drawing on its interviews with and surveys of identified national leadership structures and complemented by extensive desk research, identified five broad categories of organizational structures relevant to national leadership for volunteering.

- independent NGOs primarily devoted to volunteering;
- distinct programs within larger NGOs;
- distinct departments or programs within government;
- formalized coalitions or federations that might include NGOs, volunteer-involving organizations and government;
- loosely affiliated efforts led primarily by volunteer-involving organizations and committed individuals.

Thus, throughout this report, the terms “national leadership” and “national leadership efforts” are used to reflect the breadth of these groupings.

The research team also identified three primary functions of national leadership for volunteering. They are:

Advocacy – organized efforts to educate and influence government, media, business, religious bodies, NGOs and associations about the value and impact of volunteering and the actions those groups can take to promote and strengthen it.

The Structures & Functions of National Leadership

Development – deliberate efforts to build community and organizational capacity to mobilize and effectively engage volunteers; training; research; and development of local and/or regional structures to promote and support volunteering.

Mobilization – organized efforts to activate volunteers: providing ways for individuals to identify and connect with volunteer opportunities; reaching out to specific segments of the population to encourage their engagement; organizing large-scale and/or targeted volunteer projects; etc.

Participants in the Mexico City session were invited to explore each of these, articulating the value of the function and defining its key operational elements.

ADVOCACY

“What do you exist for, if not to do this?”

That question, articulated by one of the discussion groups, captured the priority of advocacy as a way “to ensure ‘the voice’ and message of volunteering is being heard and supported.”

The direct result of effective advocacy can be more people volunteering more effectively, making a greater contribution to problem-solving and service delivery.

At a broader, societal level, effective advocacy contributes to building an enabling environment that places high value on service, volunteering and civic participation.

Through its advocacy activities, national leadership can:

- Promote social responsibility and participation, strengthening and protecting a culture of service and volunteering
- Stimulate development of volunteer-based partnerships of government, business, NGOs and individuals to identify and address high priority problems
- Assist government to find new solutions to problems and new ways to deliver services
- Build awareness that volunteering is important to economic, cultural and environmental well-being
- Give visibility and voice to the diversity of volunteers
- Motivate more people to volunteer
- Improve the quality of volunteering through promotion of best practices in volunteer management

Four different kinds of advocacy were identified in the discussions:

Building the case in favor of volunteering

- Documenting and making known the diversity of roles played by volunteers and the contributions they make to problem-solving
- Collecting and sharing the stories of work done by volunteers
- Promoting the importance of collecting statistics on volunteering

Building a strong partnership with government

- Influencing government policy related to volunteering
- Advocating for laws, charters and regulations that permit, enable and support volunteering

- Serving on policy advisory boards
- Advocating for government funding to support volunteering, including for training and management of volunteers



Educating society about the scope and value of volunteering

- Documenting how volunteering helps solve real problems & meet real needs
- Documenting how volunteering benefits those who volunteer
- Campaigning about the values of volunteering
- Promoting volunteering in social development
- Telling the stories of what has been achieved by volunteers



Celebrating volunteering

- Creating and managing awards programs for volunteers at both national & community levels
- Celebrating International Volunteer Day
- Creating large scale "days or weeks of service"

DEVELOPMENT

The goal of the development function of national leadership is increased capacity to mobilize, appropriately engage and effectively manage volunteers in activities that address recognized human, social, environmental and economic challenges and build stronger, more resilient communities.

This increased capacity can be at the organizational, the community or the national level. It enables volunteer- involving organizations, including government as a recipient of volunteer services and business as a provider of volunteers, to do more, with greater efficiency. The result is greater positive impact for those served, for those who volunteer and for the community as a whole. It contributes to greater social cohesion, social inclusion, solidarity and empowerment.

Development is an important function because it can:

- Ensure the ability to quickly mobilize volunteers to meet crisis situations, including natural and man-made disasters, and to respond to emerging needs
- Increase the efficiency and quality of the volunteering experience
- Increase the quality of the services volunteers offer

- Raise the profile of volunteering
- Strengthen and grow volunteering, keeping it relevant to changing realities and expectations
- Be an investment in people’s personal and professional growth
- Promote a positive culture of volunteering
- Increase the scalability of high impact volunteer efforts



Four broad categories of development activities were identified in the discussions:

Capacity Building

- Promoting and supporting establishment of local and/or regional volunteer centers
- Establishing and promoting quality standards for volunteer engagement and management
- Working to strengthen the ability of partner organizations to create and lead effective, high impact volunteer efforts
- Operating training programs for managers of volunteers in NGOs and government
- Developing and providing tools, resources and guides to support development of volunteer programs and projects by NGOs, government, business and community-based groups
- Developing resources and training to prepare volunteers to make significant contributions
- Providing volunteer mentors for organizations to assist in building their capacity



Knowledge Development

- Mapping the state of health of volunteering – its nature and scope, its impact, the challenges to it, the changes it is undergoing - through quantitative and qualitative national studies
- Partnering with academia and government to conduct ongoing research
- Using the results of research in strategic planning for the other functions of national leadership
- Adopting and promoting the definition and measurement standards UN’s International Labor Organization

Network Development

- Holding an annual conference on volunteering with cross-sector participants

- Creating online networks to connect people who wish to volunteer with opportunities to do so and NGOs
- Developing networks of volunteer-involving organizations as a way to share successful programs and strategies, innovations, knowledge and resources
- Identifying, understanding and disseminating effective practices in volunteer mobilization and management
- Building communications and sharing across regions
- Publishing magazines on volunteering

Innovation

- Identifying, analyzing and disseminating new ways in which volunteers are engaged in problem-solving and service delivery
- Creating pilot projects that identify and demonstrate new ways to focus volunteers on high priority needs in the community
- Encouraging and supporting community-based informal helping
- Developing new ways to engage as volunteers portions of the community that may not be considered as potential volunteers – children, the very old, people with disabilities, people who are marginalized, refugees, newcomers, people in transition from institutionalization – recognizing and seeking to maximize the potential benefits of volunteering for them as well as for the community
- Developing strategies for special mobilizations of volunteers (e.g. national volunteer days/weeks; Global Youth Service Days; Good Deeds Day)
- Establishing family and other multi-generational volunteer programs
- Working with businesses to support their development of employee volunteering and pro bono service programs

MOBILIZATION

When national leadership works to directly mobilize volunteers, it can affect real change in the lives of people and communities.

The ability to mobilize volunteers can:

- Facilitate rapid response to crises, disasters and rapidly emerging health or environmental problems
- Increase the number of people who are engaged
- Complement and extend the work of government agencies and NGOs
- Extend services and awareness to new groups and to new geographic areas
- Engage people who do not know how to get involved in ways that allow them to put their skills, talents and energy to work for their communities
- Create large scale collaborative volunteer projects that individual organizations could not undertake on their own

Three levels of mobilization activities were identified:

Promotion

- Informational activities that might lead to people volunteering
- An online platform to acquaint people with volunteering and to connect them with volunteer opportunities
- Promotion of regional and local volunteer centers, services they offer, and ways to connect with them
- Availability of a call center and face to face services to inform about and connect people to volunteer activities
- Orientation opportunities for people interested in volunteering, either in person or online
- A monthly calendar of volunteer opportunities that accept “walk-in” spontaneous volunteers Use of social media to share information about volunteer opportunities



Targeted Development

- Developmental activities focused on specific sources of volunteers and/or specific areas of service that might “set the stage” for people to volunteer
- Promoting corporate volunteering; creating a “corporate volunteer council” to bring companies together for mutual learning and support
- Targeted outreach to specific segments of the population who might not be seen as potential volunteers to invite their participation – students, older people, refugees, people with disabilities,
- Focusing attention on the need for volunteers to respond to emergencies and disasters and developing mechanisms through which they can do so
- Promoting the benefits of volunteering for volunteers – health, skills, personal growth Active Engagement
- Formation of a national committee to mobilize volunteers for national days of service
- Mobilizing government employees
- Participation in and as a conduit for national service programs
- Pilot projects for the specific purpose of engaging more volunteers or targeted demographic groups in specific problem-solving activities



Challenges Faced by National Leadership

As with most NGOs in the world, virtually all of the organizations represented face ongoing problems in obtaining the resources they require not just for their core operations but to give them the opportunity to grow and increase their impact through new initiatives. But underlying those problems are **two key challenges they must confront: building strong, mutually beneficial relationships with government and increasing their own organizational resilience.**

WORKING WITH GOVERNMENT

Participants represented a wide range of relationships with government – some operated essentially independent of government, not reliant on it for core financial support; some were formally and structurally independent of government but highly dependent on it for funding; some were within government. In all cases, whether internal or external to government, there was a recognized need for pro-active collaboration.

The single most critical issue was the significant gap that often exists between government’s espoused support for volunteering and the actions that it actually takes. For example, based on participants’ experiences:

- Government professes its support for volunteering but does not know where to place responsibility for providing that support within its system.
- Government passes laws about volunteering, including ones that appear to lay out ongoing support for it, but then does not follow through and implement them or provide the funding anticipated by the laws.
- Government professes support for volunteering but is skeptical of or opposed to “activism” by NGOs and their volunteers.
- Government wants to control volunteering, promoting it as a “patriotic” activity in support of the government.
- Government says it wants a strong civil society but then either does not support its development or acts to undercut its strength and independence.

Persistence in building strong, sustained relationships is the most critical element in addressing these realities, but not only relationships with government itself but with all aspects of society – local/state governments, business, academia, religion, NGOs, associations, etc – in order to create a united front of those who believe in the value of volunteering and the necessity of true government support for it.

But closely related is the need for **pro-active efforts to document and articulate the importance of volunteering.**

For example:

- Undertake efforts that demonstrate how volunteering is a legitimate and effective vehicle to address serious social issues, including research that documents impact
- Take what government says at face value and then demonstrate that volunteering actually does contribute to developing strong communities with engaged citizens
- Show the connection between volunteering and social, economic, cultural and environmental development
- Showcase how volunteering, broadly defined, has historically been and is now part of the culture of the country
- Use both social and traditional media to build public awareness and public support by continually telling the stories of what volunteers are doing and how they are contributing to solving problems and meeting needs at the community level

These kinds of activities assume that government is legitimate in its professions of support for volunteering and that inaction in following through is a matter of bureaucratic inertia or a lack of understanding rather than a lack of political will to turn rhetorical support into sustained, funded, concrete actions.

BUILDING ORGANIZATIONAL RESILIENCE

A resilient organization was defined as one that can anticipate, prepare for and respond to change, particularly change, whether originating internally or externally, that causes disruption and has negative impacts on the organization. **A resilient organization is one that can flourish by managing and adapting to change.**

Key external challenges that demand resilience



include:

- Changes in government leadership, priorities, policies, funding patterns and expectations amplified by absence of understanding of the capacity and capabilities of the organization
- Changes in the priorities and expectations of key funding bodies
- Increased expectations by government, funders and the community for demonstrated value and impact of the organization's work
- Changes in the nature and forms of volunteering and in who volunteers that requires a change in direction and activity by the organization
- New and/or increased competition, particularly by technology-based disruptors

Internal factors that affect resilience include:

- Resistance to change
 - Inertia, fear of change, an unwillingness to share
 - Rigidity that limits the ability to respond and meet the demands of change.
 - Fears of competition and of failure.
 - Resistance to changing environments and to the need for new information, new practice, new organizational structures and the development of new

capabilities and new relationships.

- Limited use of research and data to monitor changes in the external environment and to think strategically about the future.
- Unwillingness to strengthen vital existing relationships and to develop new ones that can contribute to greater resilience.

The potential solutions to meet these challenges are best expressed as **leadership, partnership and impact**. The following quotes from those leaders involved in the dialogue in Mexico City highlight examples of positive action.

Leadership

- “We have leadership that is confident, informed and proud of the work we do and the impact we have.”
- “The organization has strong governance, a compelling mission, a clear strategic direction that is fully supported, and both board and staff leadership that is in touch with the stakeholders, forges external connections and builds and sustains a common vision.”
- “Efforts are underway to diversify the funding base and work toward being self-sustainable so there is not over dependence on a limited number of sources, the loss of any one or few of which can significantly damage the organization.”

Partnerships

- “We build relationships and awareness so that, as the representatives of volunteering, we are invited to participate on key community committees and groups that influence policy-making and strategic planning.”
- “We build partnerships that are strong, dynamic and supportive – with government, the private sector and civil society – and that result in collective impact, evidence-based research and a reciprocal support base.”
- “We develop networks of people and organizations that are our champions and ambassadors.”
- “We learn to “speak the language” of government, business, media, funders and people of influence.”

Impact

- “We demonstrate solutions to important problems through volunteering and then replicate those solutions.”
- “We grow comfortable using both quantitative and qualitative methods to evaluate our work and its outcomes.”
- “We identify and implement measures/indicators that show the change that comes from our work – e.g., more volunteers, more volunteering, greater diversity in who volunteers and how they volunteer.”
- “We learn to effectively use social media and other technology to document and share stories both to demonstrate impact and to inspire others to act.”

The 2016 inaugural report on the global Sustainable Development Goals is a first accounting of where the world stands at the start of our shared journey to 2030. A tiny sample of the facts indicates the volume of work that lies ahead:

In 2012 still one in eight people around the world lived in extreme poverty.

Nearly 800 million people still suffer from hunger.

In 2015 10% of the world's workers and their families were living on less than 1.90 US dollars per person per day.

Sub-Saharan Africa accounted for 89% of all malaria cases worldwide in 2015.

59 million children of primary school age were out of school in 2013.

757 million adults were unable to read and write in 2013: two thirds were women.

663 million people still use unimproved water sources.

In 2014 880 million people lived in urban slums, 30% of the global urban population.

An average of 83,000 people died and 2111 million were affected each year by natural disasters from 2000 to 2013.

Over 23,000 species face extinction across the globe.

Children, a majority of them girls, represent almost 30% of victims of human trafficking worldwide.

In 2015 the youth unemployment rate globally was 15% - more than three times the rate for adults.

Reflection

The facilitator for the pre-conference session in Mexico City on National Leadership Structures for Volunteering was Wendy Osborne OBE, Chief Executive of Volunteer Now in Northern Ireland and at that time an IAVE Board member. Wendy was asked to give a brief personal reflection to end this report.

This was an energizing global dialogue with leaders in volunteering from thirty-eight countries across every region of the world. It clearly highlighted the importance of volunteering as a unifying theme connecting nations and cultures.

Any global consideration of volunteering cannot ignore that in 2015 the United Nations agreed the 2030 Sustainable Development Goals², *'the new agenda is a promise by leaders to all people everywhere. It is a universal, integrated and transformative vision for a better world. It is an agenda for people, to end poverty in all its forms. An agenda for the planet, our common home. An agenda for shared prosperity, peace and partnership. It conveys the urgency of climate action. It is rooted in gender equality and respect for the rights of all. Above all, it pledges to leave no one behind.'* (UN Secretary General, Ban Ki-Moon)

This is an agenda for all countries and all people. The United Nations has identified that making a difference, leaving no one behind, will require partnership working with governments, civil society and the private sector working together. **They have also highlighted the need to actively engage individuals in every nation as volunteers, agents of change to empower a global culture of mutual aid that can drive forward and implement the Sustainable Development Goals.**

There is an issue with regard to linking the national leadership structures for volunteering with the implementation of the Sustainable Development Goals. While the organizations gathered in Mexico City are already working, often at a more localized level, with the social, economic and environmental issues that currently affect their communities, it is a challenge for these organizations to see the alignment between what they do and the United Nations 2030 agenda.

They are all, to a greater or lesser degree, promoting and enabling the involvement of volunteers as a key resource to help those affected by, for example, poverty, homelessness, social isolation, unemployment. They are often engaging with volunteer involving organizations and volunteers who work with those who are vulnerable such as families and children, young people, older people, people with disabilities, refugees. They are, through their networks and advocacy, engaged with key issues of national importance to their countries such as financial austerity, environmental protection, natural disasters and peace building.

There is a need for the United Nations, national governments, global corporations and the national leadership structures for volunteering to see themselves as key active partners in delivering on the 2030 agenda. To do this effectively will require investment in the capacity of the national leadership structures to, in turn, build the capacity of organizations and communities; and, to find new ways to mobilize people to address the needs that are not limited to local or national but are also of global significance.

If volunteer involvement is an essential ingredient of success for global sustainability, then leadership is required to turn rhetoric into reality. To increase the contribution of volunteers will necessitate a focus on the national leadership structures for volunteering, what they do and the challenges they face to do more and more effectively. IAVE with its global research into national leadership for volunteering, the first of its kind, is helping to set and progress this agenda. This exciting research project takes forward IAVE's strategic objective to lead in developing national leadership structures for volunteering globally, with a priority on areas of the world where they are just emerging or essentially absent.

In November 2016 representatives of volunteering from thirty-eight countries across the world took time out to focus on the value and challenges of national leadership for volunteering. They collectively endorsed the value and importance of individuals giving time through volunteering to make the world a better place. They understood the key role they can and do play in helping volunteering grow and develop and at the same time they did not underestimate the challenges in making this happen, challenges of gathering strategic support and challenges regarding their own resilience and the importance of being able to demonstrate impact. Where there is challenge there is also opportunity. The national leadership structures for volunteering have the potential, individually and collectively, to do more to support the involvement of volunteers in making a real difference to individuals and communities.

Thanks are due to the organizations represented and the individuals who took part in the dialogue in Mexico City. This thoughtful and thought provoking report is a reflection on your input, let's keep connecting, working and learning together.

'Never doubt that a small group of thoughtful committed citizens can change the world; indeed it is the only thing that ever has.'

(Margaret Mead, Anthropologist 1901-1978)

References

¹ The IAVE Universal Declaration on Volunteering: <https://www.iave.org/advocacy/the-universal-declaration-on-volunteering/>

² The Sustainable Development Goals Report 2016: <https://unstats.un.org/sdgs/report/2016/The%20Sustainable%20Development%20Goals%20Report%202016.pdf>

Comment by the IAVE World President

On behalf of the IAVE Board of Directors I would like to acknowledge the work, dedication and perseverance of the research team to bring this significant piece of work - the first of its kind globally - to fruition. I would particularly like to acknowledge the representatives from the countries that contributed to the research through surveys, interviews and the First Global Dialogue in Mexico City, November 2016.

This work highlights that despite volunteering taking place in a myriad of ways throughout the world, that which is common unites us all and that regardless of their geography national leadership structures need enabling and actively supportive environments in which their shared objectives for volunteering can flourish.

IAVE pledges its support to continue highlighting the importance of national leadership structures for volunteering globally, to supporting their development and to creating and sustaining networks and dialogue between like-minded stakeholders and leaders.

Kylee Bates

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ABOUT IAVE



International Association for Volunteer Effort

IAVE exists to promote, strengthen and celebrate volunteering in all of the myriad ways it happens throughout the world. With members in 70+ countries, we are the connective tissue of a global network of leaders of volunteering, NGOs, businesses and volunteer centers that share a belief in the power of volunteers to make a significant strategic contribution to resolving the world's most pressing problems.

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