White Paper on International Voluntary Service

"Global Strategies for Global Challenges"

In the framework of:

International Year of Volunteers
10th anniversary
2011

2011 VOLUNTEERING
Global Strategies 4 global challenges

The European Year of Volunteering 2011

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Acknowledgements

Chapter One: **Introduction**

1.1 Aims and objectives of the White Paper

The idea of creating a White Paper on International Voluntary Service (IVS) is rooted in the project "Volunteering 2011 – Global Strategies for Global Challenges" which was launched by the Co-ordinating Committee for International Voluntary Service (CCIVS) during the 10th anniversary of the International Year of Volunteers 2001 proclaimed by the United Nations and the "2011 - European Year of Volunteering" declared by the European Commission.

The White Paper is a policy tool for networks and organisations engaged in the field of IVS and for policy institutions, civil society bodies and international institutions who share the values of IVS aiming to provide guidelines to support the goals of IVS on both the internal and external levels. It has to be regarded as a policy paper highlighting strategies and recommendations on IVS for the next ten years. It describes what IVS organisations and networks do, the way they work and the vision and strategies set to achieve their highest goals. Therefore, it can be understood both as a pedagogical tool, to help understand, debate and learn about IVS, and also as a policy tool, that allows to understand, support and develop the strategies within the IVS.

The main objectives of the White Paper on International Voluntary Service are to explain the vision and importance of IVS and to present the common general objectives and strategies of IVS organisations.

From this perspective, the White Paper is a valorisation of the work of IVS organisations because it analyses the results of the work carried out until now and, capitalising on this, it focuses on sustainable strategies for the following years within the network.

1.2 About the project <<Volunteering 2011 – Global Strategies for Global Challenges>>

The aim of Volunteering 2011 – Global Strategies for Global Challenges has been to use the existing capacities and potential within the international volunteering movement to start a collective and participative process that allows agreeing, defining and planning short, medium and long term strategies to address the main challenges that the world and the volunteering movement face at present times.

Therefore the objectives of the project have been:
• To address, with better coordination and coherence of action, the main challenges of the youth volunteering movement for the year 2011 and on a medium and long term basis;
• To strengthen global, interregional, regional and local co-operation in the field of youth work and volunteering;
• To provide all the actors involved in the youth volunteering movement with a learning process: organisations, networks, working groups, young people of all origins and conditions, and institutions;
• To advance in the achievement of results in terms of extending social inclusion, improving sustainability, enhancing youth participation and promoting the MDGs through volunteering actions;
• To improve the visibility of the work and raise awareness on the main challenges that the volunteering and youth movement address at the present times.

The Volunteering 2011 project was structured in different phases:

• International Congress on Voluntary Service (December 2010 – Catalonia, Spain);
• 3 Interregional seminars (Spring 2011 – Indonesia, Nigeria and Mexico);
• 6 special study youth camps (Summer 2011 – France, Belgium, Uganda, Vietnam and Argentina);
• Identifying Long-Term Global Strategies for Global Challenges closing seminar (October 2011 – Germany).

This White Paper comes as a result of the whole process of the Volunteering 2011 project. It connects the outcomes from the four (4) stages and the opinions of all actors involved such as young volunteers, camp leaders, IVS Organisations and different institutions, to be finally formulated in the strategies meant to cover the next 10 years.

*Chapter Two: **About International Voluntary Service***

2.1 History of IVS

International Voluntary Service (IVS) was born in 1920. Pierre Ceresole, a conscientious objector during the WW1 and an advocator for Peace organised the first reconstruction camp near Verdun in France, with the participation of German volunteers, despite the reluctance of local inhabitants for whom the Germans were still the enemies. Service Civil International (SCI) was born in this moment and became an institution in the 1930s with the mission of helping to break down barriers and prejudices between people of different social, cultural and national backgrounds and promoting a culture of peace. A couple of years later in 1923 a French officer Lieutenant Etienne Bach of the forces then occupying Germany realised the need for reconciliation. The organisation he founded in 1923, known as Knights of the Lord of Peace, grew out of the early discussion and study groups he brought together. In 1947 the movement was reorganised and became Christian Movement for Peace (CMP), an international peace movement which aims for societies of peace, justice, and self determination. In 1953 CMP organised its first "workcamp" (an international group of volunteers working on a specific project). This became CMP's main tool to create international understanding and community development. The movement changed its name in 1994 to Youth Action for Peace (YAP) as many non-Christians were active including groups in predominantly Muslim countries.

In the 1930s Pierre Ceresole had the chance to meet Gandhi; both recognised that they shared the same interests in the work for Peace. After this meeting a workcamp was organised in the 30s in India, meanwhile workcamps continued over Europe and volunteers could also be found supporting Spanish refugees in France escaping from the civil war by providing canteen service. SCI during the 30s increased in size with member organisations starting up in most European countries.

After WWII, faced with the challenges of post-war reconstruction and an increasing number of volunteer organisations, discussions occurred at UNESCO about ways to coordinate and encourage the efforts of volunteering. In April 1948 the International Workcamp Organisations Conference took place and the Coordination Committee for Voluntary Workcamps was established and based at UNESCO headquarters in Paris becoming later on the Coordinating Committee for International Voluntary Service (CCIVS). The Committee of workcamp organisations tried to develop a humanistic spirit which was already being manifest by voluntary organisations at that time, to repair the material damages and remedy the human misery caused by war. This was the basis for the organisation of workcamps

in the countries most hit by the war. They were set up in countries on both sides of the war, most of the time on an internationalist basis for reconstruction of the ruins left by the War, as well as to help the people to regain pressing material needs at a time when everything was in short supply. The young people who participated in these actions during the War became known as the <<youth of goodwill>>, these were young people who in an internationalist and pacifist spirit called for international reconciliation and the safeguarding of peace.

IVS soon experienced a series of tribulations created on the one hand by the objective conditions of that period, i.e. world developments and, on the other, by a deeper subjective reflexion about the spirit of the voluntary movement and its role in the modern world. In fact, the events put this early internationalist and pacifist spirit to a real test: the Cold War, i.e. the open opposition between the two blocs and the convulsions provoked by the decolonization movement obliged existing voluntary movements to focus on the problems of these peoples, motivated by a strong collective will to achieve national independence, as well as on the nature of relations between these peoples and the great powers. In addition, the tasks of post-war reconstruction declined with time. These tendencies provoked a general backlash in IVS in the 1950s which was larked by the overwhelming predominance of European organisations, orientated towards the internal social problems of each country.

From the 1950s the number of volunteer organisations increased all over the world, touching different thematic from de-colonisation to peace, from disarmament to health and human rights. A number of coordinating bodies for IVS also emerged in the 50s such the Internationaler Bauorden (IBO) in 1953 founded by the Dutch padre Werenfried van Straaten. He motivated young men and students to help building new houses for refugees and expellees in war-devastated Germany, IBO now organises international youth encounters, peace services and helps projects in Europe. The International Christian Youth Exchange (ICYE) was founded in 1957, known previously as the Brethren Service Commission of the Church of the Brethren formed in the USA in 1949 and becoming later the International Cultural Youth Exchange in 2001. ICYE is an international non-profit youth exchange organisation promoting youth mobility, intercultural learning and IVS.

In the 1960s, there came a new preoccupation with the problems created by the emergence of new nations and states in search of their own identities and of development. Before the US war of aggression in Vietnam, pacifism and internationalism had but watered themselves down and then cede their places to an active struggle against this aggression. In a way the Vietnam War revealed structures of domination by great industrialised powers and helped young volunteers to recognise the organic ties between the problems of peace, development and international relations. This critical consciousness was soon extended to IVS itself. The status of the volunteer became subject to questions, mainly that of the

volunteer coming from an industrialised country and performing its activity in a developing country. This volunteer was identified, in exaggeration as a missionary of old times who was trying to establish or confirm a relationship whereby the community in which he worked was dependent on him. This analysis, although negativist, helped the voluntary movement to clarify certain essential data concerning the status of the volunteer and the relations he had to maintain with the community he was working in. Many organisations adopted this phrase created by an Aboriginal activists group in the 1970s "If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let us work together". This phrase reinforces the vision of working together and not "helping" in a negativist sense, in order to achieve a concrete goal, in the case of IVS, for peace.

After 1965 CCIVS began to make contacts with youth organisations in the then socialist countries of Eastern Europe and in the 1970s and 1980s it served as a crucial neutral platform which enabled volunteer youth exchanges between east and west to be organised. In 1971 CCIVS was also associated with the creation of United Nations Volunteers.

The 1970s were marked by IVS organisations being confronted with the problems of development and peace, which are really the main problems of our times. This shock was imprinted on the way of thinking at the end of the 1960s and gave a place for the reorientation of main CCIVS activities. In fact, this was the period which set up the cumulative negative balance of strategy of the first development decade as followed by most of the developing countries, and resulting in an almost total failure. The reflection provoked by this failure helped to declare the persistence of the structures of exploitation in the developing countries controlled by the advanced industrialised countries. At this time a struggle was begun for the establishment of a new international and national economic order combining the struggle against imperialism and neo-colonialism with that for endogenous development, for a genuine national independence and for justice and equality in international relations. These new international tendencies had a deep impact on CCIVS as did the more active presence of voluntary organisations from developing countries which resulted in a greater mobilisation and a more concrete concept of development problems. At the 18th, 19th and 20th CCIVS conferences more flexible structures were adopted, and reflected the more important position occupied by developing countries, creating the major conditions for reorientation. The struggle for development became one of the main poles of the actions of voluntary organisations.

At the end of the 1970s threats to transform Europe into a battlefield became clearer. The struggle for peace came to the forefront. The search for the quality of life and more specifically, environmental protection, when faced with the squandering and pollution caused by the forces of industrialisation became one of the main concerns of IVS organisations.

In 1983, with 115 member organisations of a national, regional and international character a third of which come from African, Asian and Latin American organisations, CCIVS became the most representative network of non-governmental IVS organisations. The activities of CCIVS and of its members covered more than 100 countries. During the 1980s the number of East- West projects across the "iron curtain" increased. In 1987 CCIVS was awarded the title "Messenger of Peace" by UN Secretary General, Perez de Cuellar. The developments in Latin America and the liberation theories definitely influenced the North-South co-operation in general in CCIVS. The sending of volunteers to development countries was questioned and a new approach based on equal partnerships was envisaged. National committees, branches, regional coordinating offices were set up all over the world at the same time that new independent organisations arose. By the 80's and 90's regionalisation brought the conformation of networks such the Alliance of European Voluntary Service Organisations, the Association of Voluntary Service organisations (AVSO), the Network for Voluntary Development in Asia (NVDA), the East African Workcamp Association (EAWA), the Southern African Workcamps Cooperation (SAWC), the West African Volunteer Association Network (WAVAN), the South East European Youth Network (SEEYN) and different working groups on the regions such as Abya Yala, the regional working group of SCI for America and the Latin American Working Group in YAP. More recently a Latin American Alliance of Voluntary Service organisation was created, and in 2011 based on the needs of the IVS organisations in the American continent a new non-formal American Platform of IVS Organisations was born.

Along with this new approach in the 1990's global exchanges became increasingly important introducing South-South exchange, strengthening of regional networks, the development of IVS organisations in Asia and the reinforced efforts of IVS organisations working in conflict and post-conflict areas such as Algeria, the Balkans, Palestine, and West Sahara. As an example, although relief work had taken place in the Middle East specifically Palestine during the 1940s through SCI, Palestine took a forefront with the YAP movement in the 1990s, when new partnerships were created with organisations in Palestine and Israel. IVS gave the opportunity to raise awareness about the conflict in the region, to work together with the people in the country, to show support and to develop common projects. There were also many study visits in order to see where IVS could make an intervention; for example after the War in Lebanon in 2006. In addition to this, the outbreak war in former Yugoslavia made organisations, especially in Europe, aware of the importance of intercultural education and the role of IVS organisations in tackling these issues.

From the 1990s, the space for the improvement of quality standards for exchanges and for discussion on the development of IVS was provided exclusively by CCIVS. Leading the reflections of the organisations on the impact, recognition and policies related to IVS, CCIVS members focus around the key topics of Intercultural Dialogue, Sustainable Development, World Heritage, Health and Conflict Transformation; at this point the CCIVS Charter for International Voluntary Service is created by CCIVS member

organisations in Rabat, becoming a useful tool for the representation and explanation of IVS.

At the turn of the 21st century, IVS had to adapt again to the new world trends provoked still by the imperialistic approach of most industrialised nations which led to the new-born concept of terrorism and the creation of new stereotypes worldwide. The world was then described as a "global village". The ongoing wars and conflicts have led to global issues such as migration and the refugee problem. IVS organisations respond to these situations in different ways (Crossing Border Campaign SCI, development of IVS organizations in South Eastern Europe, working with young immigrants). Multilateral projects were implemented with the support of European institutions mainly because the thematic met the priorities of these institutions. Parallel, the dramatic health situation related to the HIV-AIDS problem pushed mainly the eastern-African organisations to become creative in order to raise awareness within their own populations, using such techniques as Forum Theatre and education in schools for awareness-raising. The creation of the Millennium Development Goals became a key-instrument for many organisations in Africa who adapted their agenda to works towards their attainment. However, despite the growing potential for contacts between people of different origins and backgrounds, shown through the above projects, the level of understanding amongst the different cultures in the world remains insufficient and continues to provoke conflicts. Intercultural Dialogue and Cultural Diversity at this time also took a relevant place within IVS organisations which focused on organising projects which tried to counterbalance this lack of understanding.

The 2000s witnessed a direct influence of the high-speed developing technology to the way IVS organisations approach world problems. As internet became the tool to communicate, to share, to cooperate and to exchange, everything moved 'faster' and volunteers found it easy to identify volunteering opportunities without the involvement of any IVS organisations. This forced IVS organisations to reconsider their role and to find new ways of working and responding to contemporary problems. At the end of the first decade of the 2000s, not only linked to technology advancement but also to the changing world, the fight to adapt and to find new ways of working, IVS lost one of its founder organisations, YAP, that after an 85 year history, had to close its doors.

During this period several IVS programmes contributing to the Decade on Education for Sustainable Development or to social inclusion were implemented. They responded to the arising needs of the 21st century society and particularly to those of young people. The inclusion projects developed by Alliance, Alliance, YAP and SCI in the late 90's have offered a great learning experience that enabled organisations to better plant their initiatives. In 2004 Alliance decided to launch a permanent accessing workcamp campaign on international level, composed of projects that are centred on social inclusion. The current context of the socio-economic crisis pushes IVS organisations to capitalise on their past experiences and

to innovate both in terms of the content, the educational and thematic approach of the projects they implement.

Through this process of re-thinking and re-designing the work, the thematic of Cultural Heritage was introduced to the agenda of IVS organisations. Jointly implemented by the UNESCO World Heritage Centre and CCIVS, the World Heritage Volunteers initiative has seen an increase in young volunteers from 153 volunteers in the projects implemented in 2008 to 364 volunteers in 2010 and an estimate of over 600 volunteers in 2012.

Currently, besides the Cultural Heritage thematic, four (4) other thematic have made their way to the agenda of IVS organisations: Human Rights and Peace, Environment and Sustainability, Active Participation and Social Inclusion, Poverty and Health. The approach that IVS organisations have at the moment towards the thematic areas is further developed in the current White Paper.

2.2 Aims of International Voluntary Service

Why IVS? Why individuals and communities should participate in IVS?

IVS aims to pursue peace and be the catalyst for change within individuals and society, to help breakdown prejudices and stereotypes for a world of mutual respect and understanding. It strengthens local and global civil society and promotes active participation and shared learning. IVS gives people the possibility to participate as an active member of society and work on a task which can benefit a community. Volunteers learn that through their active participation in IVS projects they can create change, furthermore, they experience enhanced self-confidence and strengthened personal competences.

Organisations working in the field of IVS view voluntary service as a means of jointly contributing to different sets of the global agenda such as the Millennium Development Goals.

Therefore IVS is:
• promoting peace and a better understanding in the world;
• promoting solidarity;
• promoting active participation;
• a non-formal education tool;
• contributing to active citizenship and participation in decision-making.

One of the concepts mentioned in the preamble of the Universal Charter of Voluntary Service developed by CCIVS in 1998 stresses the importance of IVS for development: "social justice and development depend, in turn, on all members of society participating in productive and socially useful work, in a spirit of true equality and the recognition of the right of others to dignity and respect, as called for by the Universal Declaration of Human Rights". The Economic and Social Council of the UN recognises that voluntary service contributes to development because "volunteering is an important component of any strategy aimed at poverty reduction, sustainable development and social integration, in particular overcoming social exclusion and discrimination" (United Nations Economic and Social Council, 2001, p. 2). Thus voluntary service contributes to attending the MDGs such as eradicate extreme poverty and hunger, ensure environmental sustainability, and promote gender equality and the empowerment of women.

IVS gives members of society the possibility of developing social values, of forging a stronger identity and of acquiring experience and skills not provided in the sector of formal education or vocational training; thereby allowing active citizenship. IVS is open to everybody, regardless of their education, economic or social background and generation. This makes IVS an important instrument for social inclusion and solidarity. Moreover, it supports mobility, which contributes to intercultural understanding and

peace building.

IVS allows for social integration, citizen engagement, and an alternative way to view the world. Within the framework of this engagement, volunteers have the chance to open up to other cultures, to gain new tools for their life and society, and at the same time can learn to adapt and react to new or different situations.

To many volunteers, IVS aims at offering meaningful time and energy to community projects which help to improve the local people's standard of living in one way or another. This kind of involvement in community projects inspires people to be pro-active at different levels on the international development agenda. The community appreciates the aim of IVS as one that inspires and compliments their efforts in bringing about positive change. IVS provides volunteers with the opportunity for personal development, social skills and collective abilities.

IVS also offers benefits for stakeholders such as:

- Contribution to social inclusion
- Intercultural dialogue, peace and solidarity
- Pooling local resources and initiating new projects
- Bringing dynamism in community interaction
- Creating unity of purpose
- Active citizenship and involvement
- New interests, experiences and hobbies

2.3 Global coordination of IVS in recent years

Background

One element that cannot be overlooked when proposing strategies in the field of IVS for the next 10 years is the evolution that IVS has seen throughout the years and the given current situation which serves as the basis for the 2011-2021 strategies.

As mentioned earlier in the history of IVS chapter, the efforts to globally coordinate IVS activities and organisations started in the 1920's and 1930's inside the first IVS organisations and networks, and was further developed after 1948 when, following the International Workcamp Organisations Conference, the Coordinating Committee for International Voluntary Service was created.

From its foundation, CCIVS had clear objectives that emphasise its global coordinating role: the promotion and development of IVS on the national, regional and international level, the promotion and development of "good relations and co-operation with other voluntary service organisations, other non-governmental organisations (NGOs) and with youth and student organisations which share similar objectives" and are committed to contributing to the objectives of IVS.

The global coordination took various forms at different moments in history. Before 2007 cooperation among IVS organisations had a strong regional approach. Several regional networks were born during this period, some of them joining CCIVS and others carrying out their work in parallel (e.g. EAWA, WAVAN, SAWC, SEEYN, NVDA, etc.). For CCIVS, the main tools used for this coordination were the sub divisions of its vice presidencies according to regions or continents (America, Africa, Asia, the Mediterranean and Europe), and last but not least, the regional projects that were implemented. However, the limited funding resources that were available and accessed led to a reduced number and size of projects and implicitly to the participation of a low number of member organisations from the regions.

At the end of this period it was evaluated that the poor communication and cooperation among organisations, together with the isolation of the local projects' results on regional level, prevented both the effective circulation of information on the global level and the participation of organisations in global initiatives. In other words, organisations in America would not have access to information regarding projects that were developed in Africa or Asia, or even if they did, there was no real interaction between American and Asian or African organisations that would enable a genuine transfer of information and experience benefitting everyone. The need for an efficient global coordination system was therefore obvious.

As a response to these facts, CCIVS proposed in 2004 the creation of a

Global Meeting (GM). The purpose of this meeting went beyond CCIVS as it served as a formal space for all IVS networks, members or non-members of CCIVS, to meet and exchange information about their global practices, projects, ideas or initiatives.

2007 – Change of approach for IVS projects

Based on all the exchanges of information from the Global Meetings, a major shift of approach among IVS organisations was proposed in 2007: the traditional regional-centred approach was reinforced by a transversal thematic one. This change was based both on the conclusions drawn from an extensive reflection of IVS organisations, as well as on the recommendations of CCIVS member organisations and used the already existing links among the various regional and sub-regional IVS bodies. Therefore, the new thematic approach did not erase the already existing regional links between IVS organisations, bodies or networks at regional or global level, but rather reinforced them through an additional element – the common themes that organisations were already working on in an un-coordinated manner. This approach enabled IVS organisations from various regions of the world that have not worked together in an extensive way to join common initiatives and share their best practices and expertise.

Factors contributing to the change of approach

The SWOT analyses, carried out before the change was proposed, revealed some obvious results as well as some surprising facts about IVS.

The large number of organisations – with an extended expertise in IVS and in specific fields of activity (e.g. human rights education, sustainable development, environment protection, etc.), the strong feeling of solidarity on regional level (as strengths); the limited results created by the tools used for global coordination and networking, the result-oriented approach – overlooking the necessity to create mechanisms that measure the results of their work, the lack of a globally accepted systems/mechanisms or any research that measured the impact of IVS (as weaknesses), were among the internal factors considered when shifting from the regional to the thematic approach.

Among the external factors, the threats perceived by IVS organisations were linked to the lack of recognition from IVS stakeholders and society in general, to the precarious economic situation of various regions, to the competition created by the growth and expansion of similar concepts (e.g. voluntarism, volunteering, etc.) and last but not least to the technological advancement that enabled the replacement of national coordination – "human driven" – with online coordination via social media, social networks – "machine driven".

The premises for a change towards the global approach were completed by the opportunities that arose in the early 2000's for IVS organisations: the expansion of IVS to new regions of the world and the 'fresh' air brought in by newly established IVS organisations, the increase of global IVS projects run by CCIVS and its members, the favourable political decisions of different governments to create and financially support voluntary service programmes and the positive aspects of the technological advancements.

Supporting tools

The thematic approach proposed by CCIVS to all IVS organisations and global networks was also followed by an internal re-organisation of its Executive Committee (EC), as its previous regional vice presidencies were transformed according to the major thematic missions, while attributing the role of regional referents to members of the EC of the region in question.

The global activities implemented by CCIVS and IVS networks that lead to an increased engagement of member organisations and partners was the second important support tool that was set in place.

The role of the Global Meeting, as the third main supporting tool, became even more important in ensuring the participation and commitment of as many IVS organisations and networks as possible.

Thematic approach

The new thematic areas proposed by CCIVS were: Conflict transformation, Health, Intercultural Dialogue, Sustainable Development and World Heritage. As the needs and suggestions of all IVS organisations, members and non-members of CCIVS, were taken into account when creating the current White Paper, the thematic approach is partly reflected in the chapter on strategies of the current White Paper in the five (5) sub-chapters: Sustainability and Environment; Active Participation and Social Inclusion; Peace and Human Rights; Cultural Heritage and Diversity; and Poverty and Health.

2.4 Stakeholders

IVS is based on the cooperation between IVS organisations and various stakeholders. When planning strategies for 2011-2021 it is important to think about the relationship and the cooperation with stakeholders because it is a common line that crosses all the areas and fields in which IVS organisations are present.

IVS stakeholders can be defined as persons, organisations, institutions or systems that can affect, or be affected by, or be interested in IVS organisation's actions, activities, objectives and policies. In other words, there is a rich variety of stakeholders, depending on the national, regional or cultural contexts. Three (3) types of IVS stakeholders can be identified when dealing with IVS projects: internal, external and shared.

The group of internal stakeholders is made up of IVS organisations, their staff and governing bodies.
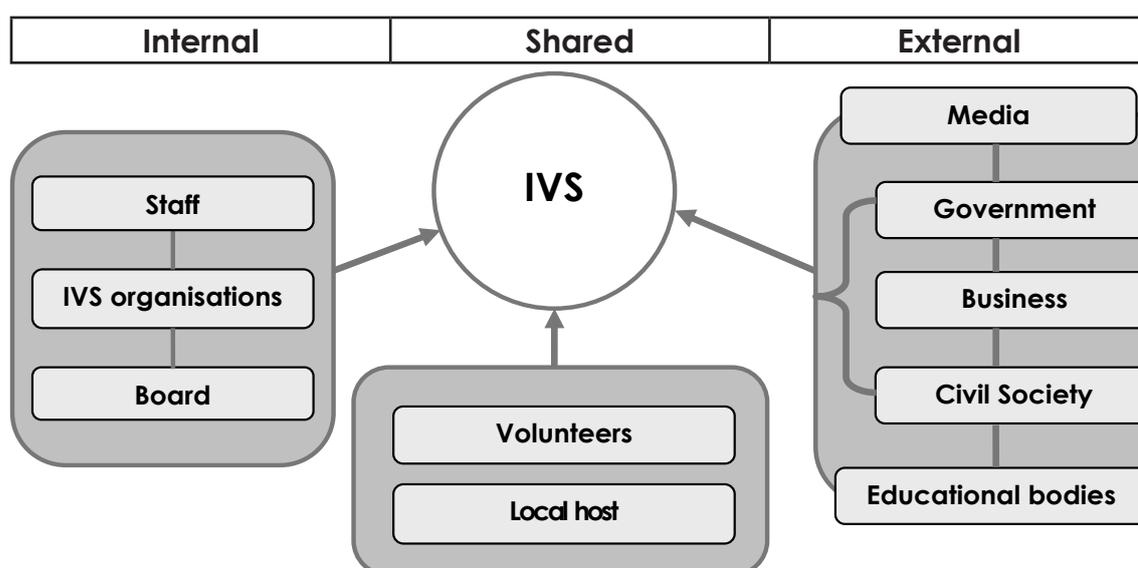
Fig.1: A graphic representation of IVS stakeholders

Volunteers, local hosts and local communities can be grouped under shared stakeholders because of the many links with IVS organisations (e.g. volunteers often become staff in some of the projects, while at the same time they also belong to civil society – external stakeholders.

External stakeholders are numerous, and many of them were identified during the NAEYV Conference, the Asian interregional seminar of the projecct "Volunteering 2011: Global Strategies for Global Challenges". However, due to the continuous development of IVS, new stakeholders can appear and vary from one local reality to another. Three main clusters have been identified for external stakeholders: government, business and civil society; media and educational bodies can belong to any of the

three clusters.

Nowadays more and more IVS organisations choose a pro-active and stakeholder-oriented approach in their work in order to improve the success rate and sustainability of their activities; the first step to do this is to develop and scale the stakeholder engagement strategies related to the risks and impacts of the IVS activities. There is no one-size-fits-all approach when it comes to engagement and cooperation. The type of relationship the IVS organisations should try to develop with its stakeholders, and the resources and level of effort that it should invest will differ according to the nature, location, and scale of the activity; the phase of its development; and the interests of the stakeholders themselves.

When working with stakeholders, IVS organisations should be prepared for the fact that they are entering into a pre-existing context with established histories and culture, political, economic or social priorities, and be ready to meet needs and find common points for cooperation.

There is no easy formula for addressing these challenges, except managing the process proactively and by adapting some of the established good practices: better understanding of the ways of working of different kinds of stakeholders, attaining feedback on the way the IVS organisations are working in order to find out how they are perceived and exchanging experiences of working with different kinds of organisations.

*Chapter Three: **Understanding the White Paper***

As already mentioned, the White Paper is a result of a participatory process that over one hundred (100) organisations and seven (7) networks engaged themselves in. Their active participation gives this document legitimacy as the results reflect but the discussions and outcomes that were convened on during the twelve months of the consultation process.

As this is the first attempt to create such a document for IVS, it most probably needs more inputs and deeper refining at the technical and political level, however, the core of its content reflect the current and immediate strategic directions that IVS actors have identified.

The document is an educational and communication tool reminding everyone where IVS originates from, its definition, aim and the overall operating systems. It is also an instrument for the development of IVS on short, medium and long-term as well as on local, regional and global level. It can be regarded as a coordinated and coherent plan for IVS organisations and networks that can be implemented both individually with the autonomy and independence of each IVS actor, and collectively with the participation and involvement of several IVS actors in common initiatives. It also serves the purpose of networking and advocacy at the various levels (local, international and global).

As such, the document contains elements of definition, history and aims of IVS followed by insights on the evolution and development of IVS throughout the time. The fourth chapter reflects the needs, the will and the strategic approaches proposed by IVS organisations in order to build the future together. These strategies cover three (3) main IVS perspectives: thematic areas of action, inter-regional strategies and support measures. For each individual thematic area, region and support measure, the reflection follows a symmetric structure: a background introduction reflecting the IVS understanding and the main needs to be addressed, a vision statement for the topic and the strategic objectives meant to pave the way to the vision.

As a follow-up stage, the White Paper will be presented and proposed for the formal agreement of all the IVS organisations and networks on the occasion of the next Global Meeting and at the next CCIVS General Assembly.

Chapter Four:
Strategies for International Voluntary Service

4.1 Recommendations for the Thematic Areas of Action for International Voluntary Service

The most important goals of International Voluntary Service are addressed through actions and programmes carried out all over the planet. These IVS actions are developed through a wide range of activities, from the most specific and local, to the most global and holistic, all of these having the local actions done by volunteers and local organisations as their core foundation. At the same time there are also global programmes and campaigns that are being implemented and that aim at reaching higher impact and quality, better cooperation and advocacy, and more visibility for IVS.

The highest priority areas of work in IVS were summarised during the period of 2010 – 2011 as in the following thematic areas: Sustainability and Environment; Participation and Social Inclusion; Peace and Human Rights, Poverty Eradication and Health, and Cultural Heritage and Diversity. IVS organisations work in these thematic areas locally, making actions with volunteers, to improve and spread awareness on the environment, to increase the participation of all community members, to protect and promote their heritage, to improve social and life conditions, etc. On the other hand, organisations and networks develop common actions in order to achieve the same goals, by providing support to the local actions, in terms of trainings, external communication, campaigns or institutional support. This way, campaigns for sustainability, programmes for social inclusion through voluntary service, international actions for the promotion of peace are coordinated in the international level, by different networks or international action groups. As a result, around four thousand (4.000) IVS projects dealing with some of these thematic areas are carried out every year and involve nearly thirty thousand (30.000) international volunteers.

One of the big challenges ahead of these actions and initiatives is to achieve an effective coordination that can improve and fully use the potential of their present results. This can be set through the design and implementation of global strategies for each thematic, that help the hundreds of organisations and networks which already cooperate to reach the best and strongest results possible.

The following pages show the agreements of the involved networks and organisations to set and establish global strategies (for the short, medium and long term), that are based on a common vision, and on the definition

of common strategic objectives.

When we read them, we are able to understand the common needs for all areas, in terms of support measures (such as training and capacity building, global programmes, advocacy for the recognition of IVS and volunteers, etc.), and also the crucial fact that the visions of the world defined for each area are complementary and reinforce one another, reminding us the very central objective that the first IVS project ever organised had: a world in peace, where peace is the result of social justice, active participation of citizens, respect for all cultures and the value of the diversity in the world, where people are empowered and act to achieve the development of their own capacities and of a satisfactory community life, and living in a proper balance with their natural and social environment.
Through a structured cooperation between the various levels of participation: volunteer participation, local actions of organisations, and international cooperation; IVS organisations and networks are willing to contribute to the achievement of these ideals both for the present and the future times.

4.1.1 Sustainability and Environment

Background

Today's world faces a critical decrease in the diversity of animal and vegetal species, together with the fast reduction of forest extension, water supplies, and air quality; natural resources decrease rapidly and pollution increases, provoking difficulties for the life of existing living species. The challenging events regarding this unbalanced relation with the environment (such as climate change, natural disasters and the fight for resources) are tightly related to present economic and social systems that produce social inequalities, conflicts and difficulties for human beings all over the world. Only through a change in global and local policies and the active participation of all members of civil society will it be possible to address the challenges that this situation brings. This is why IVS organisations identify the work for sustainability and environment among their priorities.

IVS focuses on the work towards sustainability through two main approaches: local actions, taking into account the needs of local communities with the support of international volunteers (environmental actions in workcamps or mid and long term voluntary service activities, inclusion activities and methodologies); and through the coordination of global campaigns which allow for all organisations to make and show a bigger impact, thus helping in advocating on the most relevant issues. As relevant and global examples, the World Tanabata Action is a global environmental action that combines local actions in communities with activities for awareness-raising and education for sustainability, and the International Campaign for Sustainability in Voluntary Service, gathers diverse networks and organisations for the promotion of sustainable methodologies within the IVS network and encourages sustainability-oriented voluntary service projects, among other actions.

While for many years environmental voluntary service projects have been the most common type of project for IVS, addressing the needs of thousands of communities and with the participation of hundreds of thousands of volunteers, the existing global campaigns in the fields of Environment and Sustainability are more recent. Despite this, the impact of these global campaigns has already attainted important results: between 2008 and 2010, within the framework of World Tanabata Action more than 800.000 trees were planted through voluntary actions by more than 20.000 people, and it arrived to advocacy levels in front of main global institutions (G-8, UN forums, etc.); the International Campaign for Sustainability in Voluntary Service, started in 2009, helped to coordinate around 200 projects working for sustainability all over the world in 2010. These two campaigns are a complementary approach to the environmental and political campaigns organised during the 80s within IVS organisations concerning nuclear power or against the uncontrolled pollution of the Baltic Sea.

The learning and educational potential of IVS is very relevant, as a non-for-

mal education tool, and therefore IVS serves as an important mechanism for education for sustainability when it is addressed as such.

IVS organisations have defined that barriers to equal access to resources and to participation in the world are among the global challenges on Sustainability and Environment. Other fundamental challenges are: the need to change practices and habits even within IVS to achieve a change towards sustainability; the improvement of the footprint of IVS and the raise of awareness on the situation of the environment and its social consequences; the need of systems of coherent and sustainable financing, and the need for the involvement of all partners and stakeholders towards the overcoming of these challenges.

Vision

International Voluntary Service contributing to a sustainable world, where there is a balanced coexistence between people and nature, and where conditions for health, well-being, peace and social justice are achieved and maintained for the future.

Strategic Objectives

A. Voluntary service activities contributing to social transformation for sustainability

IVS is an actor which can provide action and reflection for the change of the present model of unsustainable development. The active involvement of the IVS organisations and networks in collaboration with diverse stakeholders bring positive change and improvement of local realities which further reflects in the global context.

There is an existing need to continue with our actions on environment, social inclusion, participation and peace; it is necessary to link them with other initiatives of stakeholders that work in the same direction: fair trade, ecological production and consumption, ethic banking, etc., supporting those internal and external initiatives that increase equality and access to resources and to participation.

Finally, the internalisation of the change towards sustainability within the IVS organisations and networks, improving the environmental and social footprint of their activities, daily work and approaches to volunteering shall be a priority, and may become an educative example for other sectors of society.

B. Increase capacities and knowledge about education for sustainability and sustainable development

IVS organisations and networks have developed an expertise throughout the years on environmental work and education for sustainability, which

can be spread and shared with other members, organisations, communities and stakeholders. At the same time, there is still a strong need to globalise and increase capacities and knowledge concerning these issues. For this, internal expertise, external experts and specialised organisations should be encouraged to participate in programmes on capacity building for sustainability and environment education.

The potential of IVS, as a non-formal education tool, must be used to extend knowledge and capacities on education for sustainability. Its capacity to reach local communities, as well as thousands of volunteers, many of them young people, who later could act as multipliers, makes IVS a key actor to address these challenges. Therefore, education for sustainability activities within IVS projects should be extended to the highest number of projects possible.

C. Solid partnerships with stakeholders to achieve sustainable models of society

The concept of sustainability itself involves a variety of approaches and highlights the fact that consistent changes can only be achieved by means of cooperation among all stakeholders in society. It is extremely important to network and participate in international stakeholder events on the work for sustainability and environment, and to increase and improve relationships with the main actors in order to develop actions together.

D. Common policies for effective coordination and global actions for sustainability

Along with interesting and powerful actions carried out by national organisations and international networks on an individual basis, there is an important need to cooperate on a global level in order to increase the social impact of our work and to attain a common position and capacity for advocacy. Coordinated actions within IVS organisations will also facilitate the possibility to learn from one another's experiences and therefore improve the quality of the work and its impact. Through cooperation there is also the possibility to identify the weaknesses of IVS organisations and networks concerning environment and sustainability, and to try to address them with a strategic approach.

This cooperation should come through various strategic actions such as: the opening of spaces for collaboration, and/or the strengthening of the existing ones (Global Meetings, General Assemblies of the CCIVS, international events) and the support and extension of the existing global campaigns on environment and sustainability.

4.1.2 Human Rights and Peace

Background

Creating peace and understanding through bringing people from different backgrounds to work together was the basic idea which began the international voluntary service (IVS) movement after World War I. The original aim, to work towards the concrete construction of peace, is still the IVS main ideal today. In the beginning the IVS projects were organised as a "peace-brigades", a large group of volunteers coming from different countries carrying out a practical task in order to help a local population in need (food distribution, building shelter etc..). It was (also) meant to eventually replace military service. Over the years the concept of IVS has changed and nowadays besides this "needs-focus" there is also a growing emphasis on personal development and growth. Peace has been a common thread in the history of IVS and still is, although it is not always that explicit in all the projects.

The direct occasion of starting IVS was thus a war. And looking at the world today, wars are still going on, arms-trade is still growing and a violent or weapon-equipped way of solving a conflict seems to be justified in many cases. After World War II, the Universal Declaration of Human Rights was made in order to prevent future conflicts and to ensure "protection" of mankind in different levels of life (political, social, economic, and cultural). Although the declaration was adopted by many countries, violations of human rights are still very common even today. For the occasion of the 60th anniversary of the Universal Declaration of Human Rights, a booklet which shows the variety of projects that have been implemented in the area of human rights was published by CCIVS.

The initial scope of IVS has lasted throughout time as IVS projects in (post-) conflict areas are organised even today. There are i.e. IVS organisations in Palestine/Israel, Kosovo, Sri Lanka, Colombia, Congo, Nepal and Sierra Leone which are actively working on peace related issues. Also in the area of human rights specific workcamps are organised in order to address these issues e.g. workcamps with refugees or minority groups etc.

Besides the practical side of IVS projects, many contain study-parts regarding the background of existing violent conflicts, looking at the root causes of war, such as social injustice, economic exploitation, racism, discrimination, climate change and the unequal distribution of natural resources.

More than ever IVS is needed to respond to a modern complex society in order to promote non violent conflict transformation and education for peace. A Culture of Peace can only be ensured through the promotion of human rights, intercultural dialogue, understanding and the guarantee of basic needs through human sustainable development.

Last but not least, IVS-projects are a tool for peace-education in itself. By

working together with people from different backgrounds, mutual understanding and friendships are being formed, bringing peace on a micro-scale and contributing towards a global intercultural dialogue.

Vision

Achieving a Culture of Peace, in a world free of violence and with guarantee of Human Rights for all human beings

Strategic objectives

A. Clear overview of all existing peace education materials (experiences, good practices, training tools etc.) accessible for all IVS organisations

Different IVS organisations already have substantial experience in Peace Education and working in Conflict or Post-Conflict areas, however there is a need to share information in order to improve and develop our activities which focus on HR and Peace.

Setting up projects in conflict and post-conflict areas is a very complex process for which specialist expertise and knowledge is necessary. Previous experiences and the innovative programmes developed and adapted to the local needs should be closely analysed and used in order to improve the quality and impact of IVS in these areas.

The development of a virtual knowledge and skill database, making use of the existing information and communication technologies, could be a first step in achieving this objective.

The implementation of Education for Peace and Human Rights activities including Non Violent and Conflict Transformation methodologies by IVS organisations locally and globally

IVS has an enormous potential when it comes to addressing issues of Non Violence, a Culture of Peace and the promotion of Human Rights in an intercultural and global context. The variety of organisations and volunteers offers a unique framework to really "experience" Education for Peace in a privileged setting.

Using non-formal education methodologies, usually with a strong focus on learning by doing, in a multicultural environment makes IVS organisations extremely well placed to address these topics.

The existing networks of IVS organisations offer a lot of possibilities to denouncing the violations of Human Rights worldwide. It is a challenge to map out other organisations specialised in Education for Peace and Human Rights and to establish the necessary links in order to share and exchange experiences. This will eventually lead to more qualitative projects.

Besides looking at other organisations it is also important to agree internally (within the existing networks of IVS organisations) on a common vision and strategy regarding Education for Peace and Human Rights. This will help to define, develop and improve Peace and Human Rights training material, activities and local and global actions.

B. Extend the number and the geographical scope of IVS projects responding to conflicts and human right violations worldwide

In non-violent conflict transformation processes, apart from the role that actors such as local governments play in order to find a structural solution for ongoing conflicts, the involvement of civil society is of most importance. If IVS organisations, as part of the civil society, actively contribute to this process it is necessary to set up specific projects or to increase the number and geographical scope of the projects in order to respond to conflicts and human rights violations worldwide.

Before implementing more actions in conflict areas such as study visits, trainings, workcamps, peace dialogues, local and global campaigns about the conflict or Human Right violations etc., it is necessary to identify areas for intervention with the local stakeholders (IVS organisations in the area, local governments, other NGO's or multilateral agencies working in the area). Their perspective and input are crucial for a successful implementation of the project and a long-lasting impact.

C. Be key actors for the implementation of non violent conflict transformation through IVS

IVS is an important tool to work on Peace and Human Rights issues within a community because it uses a people-to-people approach. It is not always easy to measure the impact of IVS projects and show the added value brought by them. Therefore a deeper work on quality improvement and impact measurement of Peace and Human Rights projects is needed; this would help clarify to all stakeholders the role of IVS in conflict or post-conflict situations.

In order to inform all stakeholders about the added value of IVS and the possible impact IVS can have, a PR plan increasing the visibility of IVS projects in the field of Human Rights and Peace need to be set up.

4.1.3 Cultural Heritage and Diversity

Background

Heritage has been an important element of local communities where IVS organisations have set up projects since the start of 20th century. Throughout the years organisations, mainly in Europe, have developed cooperation with various stakeholders, involving young and adult volunteers in the protection, preservation and valorisation of our tangible and intangible heritage. This topic has been taken until recent years in other regions of the world demonstrating the value of non-formal education as the IVS educational approach to disseminate the values and expertise developed at the inter-governmental level to a large public and in particular to young people, based on a dynamic dialogue between the different stakeholders. Besides the hundreds of projects run for many years by IVS organisations in small villages rescuing and preserving the local heritage, the implementation of the World Heritage Volunteers programme led by CCIVS and the UNESCO's World Heritage Centre since 2007 has allowed the set up of projects in more than 40 World Heritage sites reaching out hundreds of people from very diverse cultures. The programme aims at raising awareness about the necessity to protect, preserve and promote cultural and natural heritage in general and the inscribed or potential World Heritage (WH) sites in particular.

CCIVS' understanding of cultural diversity is based on UNESCO's approach of the concept stated in the Universal Declaration on Cultural Diversity adopted by UNESCO in 2001. "In its rich diversity, culture has intrinsic value for development as well as social cohesion and peace. Cultural diversity is a driving force of development, not only in respect of economic growth but also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life. Cultural diversity is thus an asset that is indispensable for poverty reduction and the achievement of sustainable development". The promotion of cultural diversity – the "common humanity heritage" and its corollary dialogue, has become one of the most pressing contemporary issues.

In today's world intercultural dialogue is necessary to overcome stereotypes and prejudices, and to promote cultural diversity in a more productive way. International Voluntary Service has a positive influence in furthering another vision of diversity and helps ensure harmonious interactions amongst people and groups. Toolkits and publications on Cultural Diversity have been produced for fulfilling organisations' needs of having better preparation in the implementation projects dealing with heritage and cultural diversity.

Heritage and Cultural Diversity are strongly linked and the acceptance and recognition of both are conducive to dialogue among civilisations and cultures, respect and mutual understanding. The preservation of cultural heritage including respect for the traditions and customs is the base

of an enriching cultural diversity.

Vision

Preserving, protecting, and promoting cultural heritage and diversity through International Voluntary Service activities in order to foster mutual understanding and respect within the global community

Strategic Objectives

A. A global community where mutual understanding and respect are brought by active citizens that preserve, protect and promote cultural heritage and diversity

Heritage, tangible and intangible, is what human beings have inherited from their ancestors. It constitutes an irreplaceable source of life an inspiration and knowing it is the basis for its respect. It is our responsibility to preserve it in order to assure the preservation of our cultural diversity. Preserving it could be a key aspect in the development of human kind. Managing it properly starts by getting to know it and this should be done under the principles of sustainable development which could generate benefits in scientific, technological and economic activities. IVS, when integrated properly in heritage preservation and protection is a great tool and has an enormous potential to raise people's awareness about the importance of protecting it.

B. Develop and expand cooperation between organisations, institutions and government bodies in the field of Cultural Heritage and Diversity

The protection of our tangible and intangible heritage is everyone's responsibility and requires the participation of all stakeholders including the local communities, tourist visitors, specialists in heritage and governmental institutions in charge of the management and promotion of the sites. The IVS activities seek to employ available resources to develop and expand cooperation and partnership between local and global communities in order to protect, preserve and promote heritage. They also engage in common actions the various IVS networks in different countries on using the press media and other promotional tools to lobby and influence authorities for support.

C. Raise awareness about the impact of IVS in cultural heritage and diversity issues

Little is known about the impact of IVS actions in the preservation of cultural heritage and diversity. Measuring the impact will give every stakeholder involved the opportunity to get a clear picture on the work's progress. Thus, statistical data, volunteers' testimonies, evaluation of the experience, documentation of all elements involved would facilitate the understanding of the process and encourage the different stakeholders to

support further actions.

4.1.4 Social Inclusion and Active Participation

Background

Since the origin of IVS, post World War I, one of the main aims has always been to strive towards a just and equal world. Today's society shows an ever growing gap on an economic, social and geographical level and freedom of movement throughout the world is becoming more and more complex. On a local and global level inequalities exist which means that many people are not able to fully develop their capabilities and to take an active role in society.

Different approaches have been developed to allow all citizens (regardless of their social-economic background, religion, culture, nationality, age and gender), to fully participate in IVS on a local and global level. IVS organisations develop local and global projects which aim to provide long term trainings on capacity building which can then lead to employment; inclusion policies on workcamps worldwide, i.e. places allocated to people facing any kind of social exclusion; campaigns to raise awareness about the social divide and to advocate for equality and freedom of movement.

Many projects have been developed in the area of social inclusion and active participation throughout IVS history. It is important to share an overview of these actions and to stress that in order to achieve the overall vision of active citizenship, which encompasses active participation and social inclusion and means the full development of a person in society, there is still a lot of work to be done.

Vision

A society which allows freedom of movement in which all members without distinction are empowered to exercise active citizenship

Strategic Objectives

A. Access for all in IVS regardless of the social-economic situation, religion, culture, nationality, age and gender

Accessibility and freedom of movement are one of the highest priorities. Through IVS projects people from all continents and backgrounds can be empowered to raise awareness on the importance of active citizenship. There is a need to increase the quality and sustainability of the work of IVS organisations, develop communication channels and improve internal networking. To facilitate this process the following activities should be developed; an awareness raising campaign to establish contact and to promote IVS activities to all stakeholders; advocacy for the establishment of an international status for volunteers facilitating the creation of a volun-

teer visa and advocate for freedom of movement; Reinforced capacity building for members of IVS organisations on social inclusion; development of innovative projects focusing on special target groups finding ways to increase motivation, participation and long term involvement.

B. Achieve better visibility and support to be recognised as important actors in enhancing active citizenship.

It is important to know the impact of the work developed and to use it for local and global recognition. The lack of recognition, human and financial resources prevents IVS organisations from advancing and involving people from different backgrounds and regions. Improved visibility, recognition and support in society and on an institutional level must be achieved. In order to attain this; all existing documents on work developed with people experiencing social exclusion must be reviewed and shared and the information used in order to further develop capacity building for IVS organisations on social inclusion; the impact of IVS in relation to social inclusion, active participation and mobility in society should be researched; Information needs to be diffused about IVS and the impact of its actions to all stakeholders.

4.1.5 Poverty Reduction and Health

Background

As the world advances in improving technology, educational and health systems, not everyone has the possibility to access these improvements. The current trends of consumption and irresponsible exploitation of resources are excluding people and provoking an increase in the social-economic gap between rich and poor and as a result leading also to the deterioration of their health.

Despite efforts made by IVS organisations and networks on poverty reduction and health-related issues, there is still more to be done. Specific trainings and seminars have contributed to the development of cultural competencies and to the implementation of poverty reduction and health promotion activities in different cultural settings and socio-economic environments. IVS activities in the field of poverty reduction and health promote economically viable initiatives and a participative dialogue on Health-related issues, in particular through the non-formal education methodology, empowering people to positively influence perceptions and behaviours of their peers, local communities and organisations. In Africa and Asia, non-formal education has been promoted using performing arts, Forum Theatre in particular, to create innovative cooperation between volunteers, communities and local and national authorities.

Vision

A world where every person has the opportunity to achieve their potential, contribute to and participate in a prosperous and healthy society.

Strategic objectives

A. *Empower communities to engage in initiatives that promote health-issues*

There is need to empower community members and build their capacity in various community interventions so as to respond effectively to different health issues. This may result in an increased number of stakeholders engaged in the promotion of a healthy world. Community participation should be a cornerstone of health promotion programmes in order to ensure ownership of such initiatives and maximise the impact.

In order to address health problems, there must be a secure and developing knowledge base, high levels of political commitment and civil society engagement. Networking among IVS organisations and other stakeholders needs to be promoted and this should result in creating healthy societies.

Health intervention programmes have to be differentiated and locally

adapted to the relevant social, economic and cultural context in which they are implemented.

As a non-formal education tool, IVS has the potential to influence and contribute to the implementation of initiatives that could help improve health conditions. IVS action in this field can be carried out using a variety of media including performing arts, music, Forum Theatre, school visits, seminars and trainings.

B. Empower communities to engage in initiatives that respond to Poverty Reduction

Community members can be empowered through the development of skills and knowledge, and the initiation of activities which are aimed at increasing the number of stakeholders engaged in poverty reduction, leading to a prosperous world.

In order to achieve these goals, training programmes on fundraising, resource mobilisation and organisational development, especially for multipliers, will be key strategic actions. In addition, the promotion of exchange of staff and active members of organisations to improve the organisational capacities is seen as a priority action for this field.

C. There is a need for the political will from government bodies to support IVS initiatives and projects in order to address poverty.

The lack of financial resources to empower communities must be counterbalanced by the participation of the private sector to help in the implementation of IVS projects. Furthermore, initiating and promoting income-generating projects and micro credits schemes should contribute to the generation of resources to achieve our goals.

4.2 Recommendations for Inter-regional Strategies in International Voluntary Service

4.2.1 Africa

Background

IVS activities in Africa have become increasingly known among the various networks on the continent. The pace of development in the region can be traced back to the beginning of the century and has offered diverse opportunities to both national and international organisations. This development has been slowed down in recent years by different internal and external factors to the extent that all efforts directed to address the issues have experienced little development. Africa is a wealthy region where IVS activities have rendered valuable communal support both in terms of local content and international resources.

Existing IVS organisations in Africa have tried to employ available human resources to develop these potentials and structures, but the frequent political instability, government policies, seasonal changes of leadership in some IVS organisations coupled with inadequate material and financial resources, has not given the necessary support to the development of a strong exchange in the region.

IVS in Africa has faced a number of challenges in advancing the social and economic ideals of the Continent. The situation is compounded by weak regional IVS structures who find it difficult to provide a platform for sharing knowledge and best practices. Lack of national policies and legislation that support volunteers by most governments has made it difficult to recognise and support the contribution of IVS in Africa. In addition to this, the high cost of travel and difficulties to attain visas still remains a challenge for African organisations; this situation hinders the involvement of potential IVS volunteers in various activities. Africa's continental bodies such as the African Union, Southern African Development Community, Economic Community of West African States, and East African Development Community have not recognised the untapped contribution and potential of IVS.

The presence of conflicts, disease and poverty on the African continent stresses the need to strengthen IVS activities to achieve peace, combat disease and reduce poverty.

IVS organisations in the region have contributed to raising the profile of IVS as an important sector in the development field. However, the synergy required for better cooperation cannot be found as a result of lack of recognition of voluntary service programmes, high cost of travels and challenges to acquire visa for volunteers and staff.

In order to build a strong African Network for IVS activities, it is essential to establish a concrete link with other international bodies e.g. UNESCO, UNDP, AU, Embassies, sub-regional agencies and other developmental organisations or networks in the field of voluntary service. It is important to improve the information process within organisations and to improve the recognition by authorities with particular interest on the obtaining of visa for volunteers and staff, these improvements will help to work towards national and international development.

Strategic Objectives

A. Advocate for support and recognition of IVS in policy formulation and legislation from national, regional and international

Capacity building trainings for IVS organisation in advocacy is imperative and will enable the organisations to engage governments to formulate deliberate policies that will ensure IVS is recognised as a contributor to development.

In order to achieve this, specific training programmes must be designed on advocacy and policy analysis as part of the strategic action.

Building a trusted and collaborative relationship with governments, regional bodies and international agencies is imperative for the development of IVS in Africa. African platforms must take advantage of IVS events to invite key stakeholders such as the government, embassies, international bodies and sub-regional agencies to IVS programmes implemented in communities. This action will not only install interest especially in African governments, they will have an opportunity to see the contribution of IVS in development and the need to support and recognise it as an important tool in non-formal education. Inviting the embassies present in African countries to IVS activities such as pre-departure and the on-arrival trainings, including invitations to actual projects will build the relationship with IVS organisations and may ease the visa process.

The use of media in promoting IVS activities in Africa will build the profile of IVS. IVS regional platforms must establish good working relationships with the media in order to inform the continent and the world about the contribution of IVS to peace, poverty reduction, health promotion and sustainable environment among others. Media discussion programmes must be encouraged among the African regional platforms in order to inform and educate society on the many positive contributions of IVS.

B. Strengthen communication in IVS organisations and promote networking among regional networks

Resource mobilisation is one action that needs to be strengthened among the African platforms. There is a need to take advantage of existing African structures and regional blocks such as African Union, Southern African

Development Community, Economic Community of West African States, and East African Development Community to advocate for resources for the development of IVS in Africa. Sustainability of the regional platforms will lead to improved networking and communication within Africa and other continents.

Staff exchange within and among different regional platforms will promote skills transfer and efficiency. This pooling of skills and knowledge will result in strengthening the member organisations and promoting joint IVS projects in the region.

Technological advancement in the use of information communication is one action that will strengthen communication among the regional networks. Training in ICT will bring about improvement in the use of available social medias such as Facebook, Twitter and Skype.

Sharing a calendar of upcoming activities within the African regions and other continents must be encouraged in order to give opportunities for people who want to volunteer to participate, thereby leading to increased networking.

4.2.2 Asia-Pacific

Background

Although IVS already started in Asia in the 1930s, there had been only a few Asian IVS organisations in existence (most of them branches of SCI) before 1990. However, the past two decades has seen an increase in the number of Asian IVS organisations and their projects due to increasing needs of IVS in the societies (both for communities and volunteers) and rapid development of NGOs/ NPOs and social entrepreneurship.

Based on the great needs of 1) promoting IVS in "new" countries, 2) developing the qualities and quantities of IVS in "existing countries" and 3) creating common actions on environmental and social themes, NVDA (Network for Voluntary Development) was created in 1997 by 11 IVS organisations with strong support of CCIVS. NVDA has been developed quite rapidly and now (2012 Nov.) has 26 member NGOs in 19 countries that organized 1,197 IVS projects and exchanged 14,339 volunteers in 2011. Also, some innovative projects and actions have been created and initiated from this region such as Greening Asia campaign and World Tanabata Action, Summits on PR (Public Relations), Seminars on LMTV (Long and Middle Term Voluntary service), weekend workcamps, group workcamps (orgnised for specific groups such as schools and companies) including CSR projects and so on.

On the other hand, there are still a lot of challenges/ difficulties for further development;

1. There are a lot of environmental/ developmental/ social/ cultural/ educational problems in the society that could be potentially improved by IVS more strongly and effectively.

2. There are still many countries, especially in Pacific and Western Asian regions, where there are no IVS organisations yet mainly due to inactiveness of NGOs/ NPOs and citizenship.

3. Disequilibrium in the exchanges of volunteers is often happened mostly due to the external circumstances in the society such as disasters, terrorism, economic crisis, etc.

4. Accessing funding sources and supporting volunteers in joining local activities or IVS projects abroad are quite difficult in many, especially "less expensive" countries.

5. Many of the IVS organisations and the impact of their projects are not properly and sufficiently recognised yet by the stakeholders and society. Especially, very few supportive policies from the governmental partners were created and this still leaves organisations struggling with several practical issues such as visa or working permits, health insurance, etc.

Conversely, the international exposure of IVS organisations, enabling them to have valuable learning experiences such as information about good practices, inspired more and more local NGOs to be interested in partnering with IVS organisations and developing local IVS projects.

Strategic Objectives

There are several steps that need to be taken in order to tackle the current challenges and needs in the Asia-Pacific region.
A. Further develop the existing platform of Asia-Pacific IVS organisations and their organisational capacities.
This would encourage organisations to make a better use of the existing resources, to set up common programs, to promote the cooperation of the network and thus obtain better results in tackling existing challenges such as: the high turnover of volunteers involved in the management of the organisations, the lack of trained staff or the limited opportunities for sharing best practices and resources with other IVS organisations on both regional and inter-regional level.41

Chapter Four: *Strategies for International Voluntary Service*
B. Create appropriate promotional strategies ensuring the visibility and recognition of IVS towards all its stakeholders.
The benefits resulting from promoting IVS are linked to attracting support from various stakeholders when developing IVS projects, to facilitating the process of recognition of IVS by the judicial systems of Asia-Pacific countries and last but not least to creating both structural and financial supporting policies.
C. Establish a regional standardisation of the processes, the quantity and the quality of IVS projects in the region

The development of interregional cooperation with Europe has planted the seed for the creation of a regional voluntary service programme this was one of the results of the Networking Asia-Europe Young Volunteers Conference in February 2011. The development of such a regional cooperation will ensure the close follow-up of the developments of the Asian Voluntary Ser¬vice programme that was agreed upon in the NAEYV Conference, as well as the continuous monitoring of the quality of the results of IVS projects in the region.

4.2.3 America

Background

There are several IVS networks and organisations working on a local, regional and international level in America, and many have done so for approximately the last 40 years. Before this time there is little information available about what happened in the region. In the recent past there has been a lot of interest in developing IVS programs and exchanges in America and from America towards other continents of the world. Different IVS networks have developed and carried out study visits, trainings, European Voluntary Service projects, long and medium term volunteering programs and workcamps. There are also and have been specific working groups on the region such as the SCI group Abya Yala and the Latin American Working Group of YAP. A Latin American Alliance with 4 member organisations was established during a seminar in 2005, and in 2011 an informal American platform was created.

There is a need for development in intraregional and interregional cooperation between IVS organisations. However, many challenges still remain, such as increasing and improving the system of exchanges and augmenting cooperation levels. In order to achieve this, a functional American platform is needed, gathering together organisations across the continent to organise and formalise a space of collaboration, which allows for a better developed and improved coordination, recognition, visibility, diffusion, communication and exchange of good practices.

The funding of programs to promote and implement the mobility of IVS volunteers will increase active participation. The main aim of IVS is to work towards the concrete construction of peace through active participation in local and global projects. In order to secure this participation there is also a need to facilitate the visa process, both within America, and when entering and leaving the region.

Strategic objectives

A. Increase and improve the system of cooperation and exchanges

Cooperation in the region exists; however, a lot of aspects remain to be developed in terms of an effective mutual cooperation. Good communication is a key element in order to improve diffusion and promotion of actions on a local, regional and global level. By improving communication many objectives can be developed and implemented such as common programmes, mutual help, campaigns and networking. To facilitate this general process, a standardisation of the work developed is necessary, including collaboration protocols between organisations and networks and the development of common materials to improve cooperation and understanding.

B. Training and capacity building

Non formal education and empowerment of the volunteers and staff working in the organisations are fundamental. There is a need for trainings on different themes such as leadership and good and bad practices for the staff of the organisations. Development of pedagogical materials, diffusion and promotion of existing studies, statistics and protocols of collaboration are a common goal.

C. Creation of an American platform

The lack of a common platform limits the full potential of IVS organisations in the region. A platform allows organisations which work in the field of IVS on the American continent to mobilise, align and coordinate efforts to reach common objectives. Gathering the organisations together in a common platform would enable the possibility to share experiences, exchange ideas and to concentrate on actions which can make part of a common global strategy. This strategy can then be linked directly to the fortification of local actions which have global perspective. The platform should be a group of national organisations sharing best practices, national and regional initiatives, exchanging volunteers and projects and creating spaces for debate and dialogue. In order to achieve this there is a need for the involvement of different stakeholders and a long lasting dynamic. These efforts will contribute to the creation of a better coordinated, more coherent, visible and efficient IVS platform in America, as well as the reinforcement of every one of the member organisations in order to have a stronger impact in the World.

D. A funded program for mobility of IVS volunteers on an intraregional and interregional level and facilitation of the visa process

A funded program for mobility of IVS volunteers on an interregional and interregional level is needed in order to increase participation levels in projects all over the region and worldwide. There is a need to facilitate the visa process to improve these exchanges, both within America, and for entering and leaving the region.

4.2.4 Europe

Background

The socio- economic situation at end of the first decade of the 2000s, and in the context of a global crisis, brought important added difficulties for European citizens and civil society: dramatic increase of unemployment, risk of exclusion, economic insecurity and social unrest. These are threats that European IVS organisations will face and that will have to be addressed with appropriate actions. At the same time, specific challenges are emerging, not only as a consequence of the global crisis, but also due to the change of priorities for European institutional bodies. Given this context, it is obvious that IVS organisations have to adapt their strategies to properly address these new challenges.

The well-rooted culture for volunteering that developed in Europe prior, and mostly following the birth of International Voluntary Service at the end of World War I, strongly facilitated the creation of European networks of IVS organisations. Currently, these networks benefit from mature systems of exchanges and well-established common activities (International seminars, capacity building, youth exchanges, etc.). At the same time, within distinct networks there are working groups that deal with different priority themes (social inclusion, environment and sustainability, etc.). Despite this, at the moment there is a low level of cooperation between the European networks. In order to overcome the difficult situations that the organisations may find in the current times, cooperation at the European level is more needed than ever, for a common advocacy and coordinated actions to reach the common goals and to promote shared values.

Strategic objectives

A. Solid and dynamic European cooperation between IVS organisations in order to advocate on the European level and to carry out common actions

The first step to reach such a solid and effective cooperation among the European IVS networks is to get to know each other's needs and strengths, and to develop a common vision as European IVS organisations. A possible strategic action will be a starting seminar among the European networks' representatives, where vision and challenges of the different networks and organisations will be shared and may lead to a common vision as European IVS organisations.

B. Definition of a common strategy, the areas networks want to cooperate and how, and last but not least, the setting up of an action plan.

As a third step, the implementation of the common strategy will include the development of actions, advocacy and monitoring of the whole process.

C. Strong interregional work supported by an effective European networking

A closer cooperation among the European organisations about interregional exchange will mean an increase of knowledge and capacities that shall improve the work and results in this area. Actions shall be carried out for the exchange of knowledge on existing cooperation programmes with other regions. A strategy on partnership development (concerning new partnerships, as well as mechanisms to improve the already existing ones) will be an important step towards the improvement of the interregional cooperation.

4.3 Recommendations for Support Measures

4.3.1 Networking and international representation

Background

International networking is one of the main strengths of IVS, and a basic tool for the development of activities. IVS organisations have developed a complex and complete network of partnerships with stakeholders from the local, national, regional and global level. The existing networks of IVS organisations (either global, as CCIVS; or regional, as SCI, ICYE, NVDA, EAWA, Alliance, SEEYN, etc.) are a good example of networking inside the IVS world; as well, on the institutional side, relationships with UNESCO and UNV, with EU institutions or with national and local governments all over the world exemplify the tradition of strong IVS networking. Concerning other actors of civil society, relationships with universities are being developed on the regional, national and global level. However, the potential of IVS can be increased by intensifying its links with relevant stakeholders in the different sectors of society, from institutions to organisations or other representatives of civil society.

In the area of institutional representation, IVS organisations are regularly present in events held on a local, national and international level, where IVS issues are addressed. These events are crucial opportunities for visibility and networking in order to promote IVS activities and needs. Among these fundamental needs, the recognition of volunteering (and also specifically of IVS), a local and international status for volunteers, and the improvement of visa procedures for international volunteers from all over the world, are in the main points of the agenda of IVS organisations and networks.

The challenges in the implementation of international networking, however, are related to the availability of funds and human resources for this activity, as well as with the preparation in terms of capacity building and existing tools for this fundamental task. An increasingly systematised and synergic scheme for international networking will help to achieve the main needs of IVS organisations and networks in this field.

Strategic objectives

A. *Dynamic partnerships with relevant institutions and important stakeholders*

IVS organisations and networks find one of its most relevant strengths in the internal and external network of stakeholders, which go from the most local to the most global, all over the world. Nonetheless, the need to get a more solid cooperation with global, regional and local institutions, as well

as with other NGOs working in the same fields and specialised in certain issues which cover IVS interests, may bring an increased capacity of action and a greater impact in diverse areas.

B. Presence in main representative events on volunteering and on the diverse thematic areas that IVS addresses

International events are both opportunities for networking and for visibility of IVS. Attending the most relevant will enable IVS representatives to create synergies with potential partners and donors that will help the achievement of common goals. This is both for IVS organisations and networks, and for each of the thematic areas which are being developed.

Furthermore, the presence in these events is an opportunity for communication, and therefore for recognition of the IVS work.

C. Synergies for IVS representation

The nature of IVS organisations usually implies small staff structures, which leads to a lower capacity to attend international meetings with stakeholders. Networking as a high priority for IVS networks, along with the already established common aims, programmes and challenges, leads to the opportunity to develop synergies for institutional representation. The definition of a common agenda on the main priorities and challenges for IVS, with a complete mapping of the diverse levels of organisations, regions and networks, may enable different representatives to collectively represent the IVS points of view and approaches. This could allow for a common representation using less resources of each organisation.

D. Appropriate capacities for communication about the aims and impact of IVS

Institutional representation demands a high capacity for communication, both in terms of knowledge and in terms of communication strategies and materials. For a good representation of IVS, therefore, the stress has to be put in a good capacity-building system for representatives, as well as in the production of relevant, appropriate and quality materials that show the importance and the impact of IVS.

4.3.2 Impact and Recognition

Background

After the First and Second World Wars when the first IVS networks, SCI and YAP, appeared, the need for IVS recognition was not evident, as IVS organisations and networks were recognised due to the simplicity and transparency of the IVS aims and activities – to rebuild the world and to promote peace and tolerance among nations.

From 1950 to the early 1990's there were a lot of IVS activities dealing with the consequences of the nuclear threat and the self-determination of several regions (e.g. Yugoslavia or Soviet Union). During this time IVS became a global phenomenon dealing with many issues including "East-West" and "North-South", attracting the attention of several stakeholders through the advocacy that organisations carried out.

In the late 1980's and early 1990's the number of IVS organisations was growing and different IVS networks appeared: Alliance, AVSO and NVDA. This growth was also accompanied by an intensive diversification of the fields of action of IVS, as activities in the fields of human rights, peace, sustainable development, active participation, social inclusion, intercultural dialogue and poverty reduction were organised. The downside of the rapid development of new IVS activities is that IVS organisational development did not experience the same rapidity of growth and therefore led to a lack of attention to the promotion of IVS' mission, aims and values.

As a result, IVS organisations faced the need for recognition, as a main instrument in advocating for positive change and in attracting the support of different stakeholders such as public authorities, educational bodies, international public institutions, civil society organisations, international NGOs and media, in order to be able to realise their missions and achieve their goals.

Currently IVS organisations continue to evaluate activities quantitatively rather than qualitatively. One of the first attempts to measure quality for recognition was made by SCI in 2002 at the meeting "Global Impact period - assessment of the impact of international workcamps to peace and international understanding". As a result, several IVS organisations made efforts to measure the quality of IVS activities: the French national network "Cotravaux" measures IVS impact which in turn leads to recognition by different stakeholders and reinforces the cooperation between IVS organisations and the government, this contributes a lot to the development of existing IVS projects and reciprocal exchanges. At the same time research was carried out by SCI, CCIVS and other networks; CCIVS developed several actions aimed to measure impact: 2007 at the Asia-Europe Volunteer Team-building Partnership (AEVTP) organised with NVDA and ASEF, 2009 at NAEYV (conference on impact, recognition and policies), 2010 in the frame of AEYVE (research on impact in the frame of Asia-Europe volunteer

exchange), in 2011 at NAEYV in the framework of the 4th Conference.

Despite these efforts IVS is still facing several challenges such as the lack of proper tools to measure impact and in some cases, human resources that focus on managing these results and using them in advocating for the recognition and in the promotion of IVS. Synthesising the results of multiple projects, processing them for different purposes (internal evaluation and re-organisation, external promotion, creation of an image that is appealing to volunteers, etc.), creating tools that extend beyond quantity measurement, exploring the quality of IVS projects are among the main capacities that IVS organisations lack.

Strategic Objectives

A. Development and constant updating of a global mechanism / system encompassing specialised human resources and tools that coordinate the measurement, research, collection, analysis and sharing of the impact of IVS on a local and international level.

This strategic objective may be achieved in different ways, depending on the level of commitment and development of IVS organisations, therefore each organisation may contribute in its own way depending on its opportunities and experience.

A sharing of good practices among IVS organisations will be encouraged; conversely external stakeholders should not be ignored. In 2011, a "Manual on the measurement of volunteer work" was developed by a team of analysts working through the Johns Hopkins University Centre for Civil Society Studies under the auspices of the International Labour Organisation's Statistics Bureau with the aid of a Technical Advisory Group composed of statistical officials and experts on volunteer work from around the world. As this tool already exists, a cooperation involving the exchange of experience and adaption of this tool to the IVS context may avoid unnecessary extra efforts to create a new tool.

At the same time, universities are constantly renewing their fields of research, which therefore represents an opportunity for IVS organisations to extend their cooperation to areas that have not been explored before, such as working with universities for other purposes than recruiting volunteers. The NAEYV conference, where representatives from universities were present, provided a clear indication of the universities' interest to enable their students to explore IVS both by participating in projects and by supporting its development through research.

B. Define a universally accepted image/create an identity of IVS in order to be more visible for and recognised by external stakeholders.

The transmission of the universal values and image of IVS is an essential link between the measurement of the impact and the global recognition.

Despite several campaigns on a national and international level, a large number of countries still lack a legal system which establishes a legal status for national and international volunteers. This leads to a limited access to national and international voluntary service programmes as volunteers are confronted with visa and working permit challenges, and in the case of national volunteers, with the lack of social services that are only available to the employed.

C. Creation of national and international legal status of volunteers that facilitates their freedom of movement

4.3.3 Finances

Background

Despite the existing situation of long-term financial difficulties in the world, IVS organisations have been able to continue implementing their regular activities, supported through diverse sources of funding. While local projects (such as voluntary service activities) are mainly funded by local and national institutions, as well as by participants, international activities are usually supported by regional and global institutions.

However, organisations rely usually on a limited number of donors and the potential of unexplored sources of funding is overlooked, for example the financial contribution that the private sector could bring. A diversification of income would allow having a better capacity for implementation of activities, capacity building, trainings and networking, allowing them to reach their full potential.

On a deeper analysis, the need for ensuring better funding for IVS activities also comes from the need to persevere in pursuing the main aims of IVS, such as promoting a balance in interregional relations, through reciprocal exchanges between the world regions instead of one-way projects, and achieving the accessibility of IVS for everyone, as a way for inclusion and participation of active citizens in their societies.

Strategic objectives

A. A wide and diversified fundraising platform leading to our sustainability

We need to aim at overcoming the situation of using single or a reduced number of sources of funding, as most of our funding depends on one or two major donors.

The research for new sources of funding may be helped by a new mapping of the roles that the existing IVS stakeholders (public sector, private sector, philanthropy, individual donors, etc.) may play. In addition, overcoming the dependency on certain regional funds (European Commission, European Youth Foundation, etc.) may be achieved also by exploring and accessing funding opportunities in regions which have been less explored until the last years, America, Asia and Africa.

As a methodology, the diversification of donors and co-financing may lead to more sustainable projects and structures. Nevertheless, this approach will have to be accompanied by a proper definition and follow-up of inner fundraising criteria, in order to ensure the coherence between IVS values and the means to achieve them.

Innovation and networking may bring new opportunities for fund-raising. The development of synergies for specific programmes among IVS net-

works: common advocacy for supporting sister networks in one region, or even the design of joint long-term programmes by the networks, may be relevant examples in this sense.

Furthermore, other innovative approaches to the management of resources (networking, investment, etc...) shall open doors for a more sustainable financial paradigm for IVS organisations.

B. Higher self-reliance in financial terms

Financial stability will not result only from the increase of the income, but also from the capacity of IVS organisations to develop activities where possible with own resources.

The trend of self-reliance will be enabled with a process that enhances the optimisation of resources in the management of projects. The development of working methodologies demanding fewer resources will also contribute to this process.

The achievement of an effective management for the resources found will be fundamental for the ability of IVS organisations to rely more and more on own financial capacities.

4.3.4 Capacity building and human resources

Background

Given the current challenges that IVS faces, it is vitally important to enhance the capacities of IVS organisations. Crucial in tackling the organisational capacity building are the human resources (volunteers and staff). Therefore, in order to improve the organisations' performance and to improve the quality of the work, a better human resources management is crucial.

While focusing on improving human resources management, often answering immediate practical needs, organisations shouldn't overlook the importance of working on general capacity building encouraging the organisational and institutional development necessary to improve the organisations' overall performance and their ability to adapt themselves within a changing context: guaranteeing the continuity and survival of the organisations independently from their staff or leading volunteers.

Most IVS organisations face a high turnover of staff and volunteers due to various reasons. One of the main reasons for staff leaving an organisation is the unhealthy working conditions due to the financial restraints of the organisation. This combined with a low level of organisational development makes it difficult for IVS organisations to ensure a good transmission of knowledge and thus leading to a loss of expertise. Working on the financial stability is necessary in order to retain staff that is crucial for building good fundraising programmes and maintaining stable relationships with (potential) donors. Well trained staff and volunteers, working in a learning organisation where they can develop their full potential and where their contribution is valued, are the key to improve the capacity of the organisation.

The nature of most of the IVS organisations implies the work with volunteers who do not need to have a professional status, and as such, see IVS as a short term commitment in order to gain some initial experience. This means that organisations experience a high turnover of volunteers, who do not see the advantage of staying in the organisation (board, staff, coordinators etc...). There also exists a distinct cultural perception of volunteering in different countries which leads to difficulties in finding long term committed volunteers. Therefore the continuous need to provide training for new staff puts a strain on the organisations' resources.

In addition most IVS organisations have a structure in which the leadership is taken by volunteers who may lack the necessary skills for the development of the organisation, in themes such as fundraising, management of human resources, etc.

All of these elements combined affect the relationship between IVS organisations and various stakeholders due to the constant changing faces

and lack of advocacy skills.

IVS organisations need stable human resources, a healthy working environment for staff and volunteers and financial security.

Opportunities exist within IVS organisations to expand their potential, such as offering IVS-related expertise to other stakeholders; the income generated through such activities could cover the involvement of external experts in those areas in which IVS organisations lack capacity. An internal pool of trainers could also be created in order to improve and capitalise on the already existing capacities.

Strategic Objectives

The overall aim is to have well trained staff and volunteers, committed to implementing the mission of the organisation, using their full potential to increment the financial, human, material and intellectual capacity of the organisation and guaranteeing high quality project and knowledge management.

A. Ensure the implementation of human resource policies by providing adequate consultancy, training and monitoring in human resource management for board members and staff

A good human resource management starts with a needs assessment to map out all the tasks that have to be done. The needs analysis will then be translated in different job descriptions which are used to recruit a volunteer/ staff person to carry out the tasks assigned. As well for volunteers as for staff it is important to foresee mentoring, training, monitoring and evaluation. The outcome of those processes should lead to job promotion for staff and rewarding for volunteers in order to link personal development with organisational development so that the vision of the organisation can be achieved.

Looking at the different levels of involvement of people in IVS organisations or the different target groups human resource management has to take into account we can distinguish:

The staff
In general, there is a need to improve the working conditions of staff in IVS organisations and this is also clearly linked to improving the financial resources.

A first approximation revealed that the main needs to be addressed for staff training are linked to human resources management, financial management, networking, project management, evaluation and advocacy.

The previous positive experiences in this field and that are worth extending or developing to more organisations are staff exchanges, internships and

staff networking possibilities.

The volunteers
Within IVS organisations volunteers take a central role as the key human resource needed to carry out the IVS projects which make up the core task of the organisation. Most organisations have well established rules and procedures for the recruitment, training and monitoring of their volunteers and therefore the focus of the next recommendations do not refer to them but rather to the volunteers that take up governing tasks or other executive tasks directly related to the development of the organisation such as:

a. Board members
The role of the board members is crucial to guide the organisation in its vision. The volunteers that take this role do not have necessarily the right skills or competences. A specific training is needed for board members in order to ensure good staff management and governance.

b. Specific groups of volunteers
A special attention needs to be given to volunteers who take on specific roles in the organisation: camp leaders, trainers, facilitators, mentors etc and to the volunteer cycle they are subject to (see human resource management principles: needs assessment, job description, recruitment, mentoring, evaluation and rewarding) and make sure that for each group adequate procedures are put in place in order to guarantee a good HR management.

There is expertise available in the IVS organisations; however a mapping exercise pointing out the expertise that organisations have in HR areas should be implemented so as to facilitate the creation of a pool of trainers on this issue and to share information. A database should be created and made available to all IVS organisations including experts and available materials on the theme of capacity building and human resource management.

B. Increase the financial management skills in order to strengthen the financial capacity of the organisation

Financial management skills are extremely important to control the organisation's resources and to assure a good functioning of the organisation. In the social sector this issue is often overlooked and not seen as the highest priority. The leadership of the organisation usually is not trained in this area and therefore the issue not always gets the attention needed, leading to a weak financial management and creating problems at different level: bad financial planning limits the financial possibilities and has its impact on working conditions for staff, ad hoc fundraising in stead of working towards financial sustainability.

Specific training in this area should be organised taking into account the

needs of IVS organisations and the local contexts.

C. Elaborate and streamline information and knowledge management policies and procedures

One of the key issues in increasing the organisational capacity regardless the people working in the organisation is the knowledge management. It is important to have the necessary procedures in place so that all the information and knowledge gathered over the years stays within the organisation and is available for all.

Often it is not clear what is meant by "knowledge" because it forms part of the daily routine of organisations. Therefore a first attempt should be to define what is key knowledge and information related to IVS organisations and their work. The process of creating, processing and storing this information and knowledge should be identified, so that it can eventually become available for everyone.

The new information and communication technologies can be very useful in this particular field. Often organisations do not use to the full extent the potential of these technologies. A research on the existing software and good practices already in use could help to start defining more clearly the needs, challenges and solutions for efficient knowledge management in IVS organisations.

Chapter Five: **Conclusion**

Over the past 40 years, a lot of questions have been raised and a lot of concerns have been expressed regarding IVS; many organisations and institutions dealing or related to IVS appeared and developed specific activities – based on their own understanding of IVS mission and goals. The recent years have also witnessed the 'birth' of various new types and forms of IVS, and in parallel to this, new discussions were emerging and targeting the links between IVS and the non-formal / formal educational systems or the differences and similarities between IVS and corporate volunteering or volunteering as such.

The concerns arising from these developments about the phenomena of IVS highlight the need to coordinate it globally in order to better understand what IVS stands for nowadays, what kind of challenges are faced and what direction is to be taken in the future.

The White Paper tackles these challenges and proposes concrete strategies to be implemented over the next ten (10) years. From this perspective, it is a self-guiding instrument for IVS organisations and networks, a communication tool for the world, explaining IVS and its related various elements and last, but not least, a strategic policy document encouraging IVS actors to work together and to involve the stakeholders in their projects.

The exercise of creating the White Paper is not only a democratic and participative process but also a process of dialogue that enabled the crystallisation of the main concerns and main focuses for IVS organisations in the near future. Among all the strategic objectives identified in the document there are several that stand out, of which we would like to underline three (3) cross-cutting ones.

The first one, the visa and the free movement of staff and volunteers, is mentioned under the Social Inclusion and Active Participation thematic area for action, the African Inter-regional Strategies as well as under Networking and international representation support measure. Hence IVS organisations recognise the importance of working on the creation of an inclusive, fair and simplified system of visas that would facilitate the work of actors involved in IVS and enable them to participate and contribute to local and international development.

The second objective is capacity building; it is seen as a crucial element contributing to the development of IVS organisations and is mentioned in some of the chapters related to the thematic areas of action (sustainability and environment, social inclusion and participation, poverty and health), as well as across all the inter-regional strategies and the support measures. This reflects the importance of constant and continuous devel-

opment of IVS organisations in order to keep up with the continuous progress and advancement of societies.

The last objective is linked to the recognition, impact and visibility of IVS. As in the cases of the previous items, the need for recognition in order to gain visibility is also mentioned across the different strategic objectives – thematic (cultural heritage, social inclusion), all interregional and support measures. The need to work on recognition is closely link to the need to create a stronger identity for IVS and to position it in the world. It also opens new doors of cooperation as IVS organisations have taken the first steps in involving other stakeholders (e.g. universities, governments, etc.) in measuring the impact created by IVS projects. The work on IVS recognition is expected to develop at a rapid pace in the next years.

Finally, given the importance and relevance of these three (3) cross-cutting objectives, they can be seen as the priority for the global agenda among IVS networks and organisations.

From the perspective of the process of creating the White Paper, one of the achievements is that in spite of the different realities where the IVS organisations and networks are functioning, a set of common challenges (finances, impact, networking and international representation) was indicated and put on the table for discussion. As a result of this, the strategic objectives that were developed have a strong practical touch and can be transformed into global / regional/ interregional coordinated actions. In fact, the work during the various events contributing to the creation of this document went beyond the strategic and political debate and reached the practical level of action planning.

Finally, the White Paper on International Voluntary Service represents one more step forward in the global coordination of IVS organisations and networks; their representatives worked side-by-side and identified the most relevant fields of intervention, creating common visions and setting strategic objectives for each of them. Such an approach reflects not only the need to create sustainable strategies for the following years, but also the willingness of organisations to work together despite of their different individual approaches and interests.

*Annex 1: **List of abbreviations***

IVS - International Voluntary Service
CCIVS - Coordinating Committe for International Voluntary Service
UNESCO - United Nations Educational, Scientific and Cultural Organisation
MDG - Millenium Development Goals
SCI - Service Civil International
CMP - Christian Movement for Peace
YAP -Youth Action for Peace
IBO - Internationaler Bauorden
ICYE - International Cultural Youth Exchange
UN - United Nations
AVSO - Association of Voluntary Service Organisations
NVDA - Network for Voluntary Development in Asia
EAWA - East African Workcamp Association
SAWC - Southern African Workcamps Cooperation
WAVAN - West African Volunteer Association Networ
SEEYN - South East European Youth Network
Alliance - Alliance of European Voluntary Service Organisations
GM - Global Meeting
SWOT - Strengths, Weaknesses, Opportunities and Threats
EC - Executive Committee
G8 - Group of Eight
HR - Human Rights
NGO - Non-grovernmental organisation
PR - Public Relations
WH - World Heritage
UNDP - United Nations Development Programme
AU - African Union
ICT - Information and Communication Technologies
ASEF - Asia-Europe Foundation
AEVTP - Asia-Europe Volunteer Team-building Partnerships
AEYVE - Asia-Europe Young Volunteers Exchange
NAEYV - Networking Asia-Europe Young Volunteers

Annex 2: **List of organisations involved in the project "Volunteering 2011: Global Strategies for Global Challenges"**

International organisations:

ALLIANCE of European Voluntary Service Organisations
ICYE International
SCI International

Organisations from Europe:

Compagnons Batisseurs, Belgium
JAVVA, Belgium
SCI, Belgium
COCAT, Catalonia, Spain
INEX SDA, Czech Republic
ESTYES, Estonia
Allianssi, Finland
Concordia, France
Solidarites Jeunesses, France
UNAREC, France
IBG, Germany
YAP-CFD, Germany
CiA, Greece
Elix, Greece
Fair Trade Hellas, Greece
Seeds, Iceland
WF, Iceland
Cantieri Giovani, Italy
Legambiente, Italy
YAP, Italy
DEINETA, Lithuania
SIW, Netherlands
FIYE, Poland
INEX SL, Slovakia
Peaceworks, Sweden
Gençtur, Turkey
GSM, Turkey
Concordia UK, UK
VAP, UK

Organisations from Africa:

GVDA, Kenya
ICYE, Kenya
LWA, Lesotho
AJUDE, Mozambique
VWAN, Nigeria
ICYE, Nigeria
ASTOVOT, Togo
FAGAD, Togo
UPA, Uganda
EAWA, Uganda
YAZ, Zambia

Organisations from Asia:

VolTra, China
FSL, India
RUCHI, India
DEJAVATO, Indonesia
IIWC, Indonesia
NICE, Japan
EYES, Philippines
IWO, Republic of Korea
SJV, Vietnam
VPV, Vietnam

Organisations from America:

RED TINKU, Bolivia
EDYFU, Bolivia
ICYE, Colombia
FASES, Costa Rica
FVA, Brazil
Nataté, Mexico
SAS, Argentina
BVBP, Peru