



Increasing the Resilience of Communities through Volunteering

Lessons Learned from the IVCO Conference in 2016 that can Help National and International Volunteers Achieve Impact in Fragile Contexts and Contribute to the 2030 Agenda for Sustainable Development, from a GIZ perspective

GIZ. Solutions that work.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH provides services worldwide in the field of international cooperation for sustainable development. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe, with the German Government, European Union institutions, the United Nations and governments of other countries all benefiting from our services. The German Federal Ministry for Economic Cooperation and Development (BMZ) is our main commissioning party, but we also work with the private sector, fostering successful interaction between development policy and foreign trade.

All these commissioning parties place their trust in GIZ by working together with us to generate ideas for political, social and economic change, develop these into concrete plans and implement the envisaged change processes. Since we are a public-benefit federal enterprise, German and European values are central to our work. This makes us a reliable service provider that people can trust. Together with our partners, we work to deliver flexible and effective solutions that offer people better prospects and sustainably improve their living conditions.

One way of achieving this aim is the deployment of development workers. Being volunteers with a professional background, development workers advise government institutions and organizations from the private sector and civil society at the local and municipal level. Their advisory service focuses on generating ideas, develop these into concrete plans, and implement the envisaged change processes. Amongst others, development workers focus on the improvement of management skills, organizational excellence and skills-based training in the fields of democracy and education, the promotion of economic development, employment, rural development, efficient health care systems, renewable energy, climate change and civil conflict transformation. Together with their partner organizations development workers are encouraging the construction of new and adapted knowledge, a key factor of a successful capacity development process for change. Fostering resilience within communities is another key aspect of many development workers' assignments.

The registered offices of GIZ are in Bonn and Eschborn. In 2015 our business volume exceeded 2.1 billion euros. Of our 17,319 staff in over 130 countries, around 70 per cent are national personnel working in the field. In our capacity as a recognised sending organisation, we currently have 730 development workers in action in partner countries. In addition, CIM, a joint operation of GIZ and the Federal Employment Agency, placed almost 1,000 integrated and returning experts with local employers abroad in 2015 while providing them with financial support and advisory services.*

*Figures as at 31 December 2015





Message from the Managing Director of GIZ

I am pleased to share the results of the IVCO conference in 2016 and its key findings from a GIZ perspective with all members of the Forum as well as the world community of volunteers and specialist services.

The GIZ treasures the unique opportunity to have held the annual conference of International Volunteering Cooperation Organizations (IVCO) in partnership with United Nation Volunteers (UNV), in Bonn last year. The conference has provided a vibrant platform for the interexchange and networking of volunteers sending organizations from all over the world. It is an important contribution to strengthening, developing and innovating volunteerism in all its forms. This annual meeting consolidated our fruitful collaboration with the most significant global network of IVCOs, the Forum for Volunteering in Development (Forum). We created a unique space to debate the challenges that vulnerable communities and societies face today and what volunteerism can do to counter those challenges and to support the resilience of vulnerable communities in fragile states. Unfortunately, the momentum of fragility has become an increasing concern to GIZ. Today, 60 per cent of the countries we cooperate with are burdened with some degree of fragility. This takes an increasing effect on how GIZ conducts its business and carries out project work for the benefit of vulnerable communities. The topic of resilience is becoming increasingly important for international development cooperation, especially so because it is incorporated in all SDGs and the 2030 Agenda.

To reach the SDGs, fragile communities must be strengthened and prepared for dealing with crises and disasters.

The key findings highlighted in the brochure are some examples of the multitude of volunteerism initiatives that address challenges such as climate change, natural disaster risk management, and the empowerment of marginalized groups. They highlight the strong impact of volunteerism and illustrate the key role that civil society plays in fragile states. Development workers undoubtedly help strengthen civil society, foster new models of partnerships, increase the resilience of communities through dialogue and the fostering of new partnership models for integrated actions according to a multi-level approach, with governments, civil society and communities. Volunteers and volunteer groups are, as stressed by the UN in the Agenda 2030 document, equal stakeholders that can enhance the quality of life of some of the world's most challenged communities.

As one of the global organizations committed to the SDGs, GIZ wants to share its lessons learned with all volunteer organizations worldwide. Some of our findings might inspire the reflection processes and our collective action for the creation of more opportunities and innovations for volunteering work, to which GIZ is committed. In return, GIZ can profit from the debates that took place at the IVCO Bonn 2016 conference as well as the Bonn Call to Action that arise out of the conference. GIZ has assigned 570 development workers to GIZ-projects in more than 50 countries. Their tasks pay directly or indirectly into the resilience building of vulnerable communities and in achieving the SDG goals. In that respect, IVCO Bonn 2016 gives us the opportunity to make better use of our volunteers—the development workers. GIZ is therefore proud to be part of the global movement to enhance the power of volunteerism in all its forms for the achievement of the SDGs.

A handwritten signature in black ink, which appears to read 'H. J. Preuß'.

Dr Hans-Joachim Preuß



Message from the Chair of Forum

I am pleased to present this unique follow-up document to the 2016 annual conference of *International Volunteering Cooperation Organizations* (IVCO). As the most significant global network of IVCOs, the Forum for Volunteering in Development (Forum) is immensely grateful to the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for making the lessons learned from this landmark event accessible for national and international volunteer organizations worldwide.

We live in a time marked by continued global stresses whose impact is felt by the poorest and most marginalized. These stresses heighten the fragility of households, communities and societies. This report highlights just some of the multitude of volunteerism initiatives that address these challenges, including climate change mitigation, natural disaster risk management, and the empowerment of marginalized groups. They remind us that volunteerism can help transform some of the world's most challenged communities.

This report also underlines the key role that civil society plays in fragile states. It shows how volunteerism can help strengthen civil society and increase the resilience of communities through dialogue with governments and concrete measures that create resilience frameworks and strengthen institutional resilience. Overall, volunteers and IVCOs are uniquely positioned to work effectively in this sphere because of their ability to reach out to marginalized, vulnerable people in fragile contexts, and create sustainable, people-centered development solutions that build resilience from the bottom-up and have numerous multiplier effects. This potential of volunteerism, and the positive momentum already created by Forum members—as exemplified in the innovative volunteerism projects outlined throughout this report—are also crucial to achieve the shared global goals set out by the United Nations in the *2030 Agenda for Sustainable Development* (2030 Agenda).

The shared commitment of IVCOs in strengthening individual and community resilience was formalized at IVCO 2016 in a *Bonn Call to Action* that a majority of Forum members signed following the conference. This report adds to the *action* steps outlined in the document by suggesting a set of Policy Messages and Recommendations for next steps that IVCOs can take to strengthen the resilience of communities and contribute to the 2030 Agenda. Written from a GIZ perspective, the overarching findings apply to all IVCOs.

Understanding the progress IVCOs have already made in contributing to the 2030 Agenda, it is important that we integrate the lessons learned from IVCO 2016 into our work to ensure further progress can be made. One key area of further action is that of innovative partnerships that IVCO 2017 in South Korea will strongly focus on.

With deep appreciation of GIZ's support, we look forward to continued productive and inspired collaboration with all Forum members to leverage the power of volunteerism,

A handwritten signature in blue ink, reading "Chris Eaton". The signature is fluid and cursive, with the first name "Chris" being more prominent than the last name "Eaton".

Chris Eaton

Introduction

Since late 2012, members of the most significant global network of *International Volunteering Cooperation Organizations* (IVCO)–Forum for Volunteering in Development (Forum)¹–have been working together to advocate for IVCOs to be recognized as active partners in the achievement of the *2030 Agenda for Sustainable Development* (2030 Agenda) that was adopted by the United Nations General Assembly on September 25, 2015.²

This commitment was formalized at the annual IVCO conference in 2015 in Tokyo, Japan, in a Call to Action³ to collectively contribute to the achievement of the United Nations Sustainable Development Goals (SDGs), a set of goals to end poverty, protect the planet, and ensure prosperity for all. Each goal has specific targets to be achieved over the next 15 years.⁴

United Nations Sustainable Development Goals



Source: United Nations Sustainable Development Knowledge Platform

In line with the 2030 Agenda, resilience building has become increasingly important to the international community. This is a result of emerging risks that are changing the global peace and development agendas: among others, new and persisting conflicts that cause migration, climate change, natural disasters, and pandemics. This was recently underlined at the United Nations World Humanitarian Summit in Istanbul, Turkey. The event convened 9,000 participants from around the world to support a new, shared Agenda for Humanity and to act to prevent and reduce human suffering.⁵

In this context, addressing fragility has become a key development priority because poverty, fragility, and violent conflicts contribute to flight and migration. Civil society plays a crucial role in the cooperation with fragile states. The German Federal Ministry for Economic Cooperation and Development (BMZ),⁶ for example, points this out clearly: “The more unstable the starting conditions, the greater the flexibility with which development policy must deploy its instruments and cooperate outside state structures with grassroots non-governmental organizations and church development agencies.”⁷

The 2016 IVCO conference⁸ that took place in Bonn, Germany, focused on highlighting ways for IVCOs and volunteers to achieve impact in this changing global development context and to increase the resilience of fragile communities. The landmark event was jointly hosted by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH⁹ and the United Nations Volunteers (UNV) program,¹⁰ both members of Forum. 138 delegates from organizations engaged in national and international volunteering discussed key areas and innovative approaches where volunteerism can contribute to this agenda and build more resilience against global risks at the individual, community, and organizational level. Participants came from

24 countries and such diverse sectors as civil society, government, multi-lateral organizations, academia, and the private sector (see Annex II). Participants highlighted the importance of the humanitarian and peace-keeping sectors. Both are part of the humanitarian agenda but currently under-represented in the discussions around volunteerism. Yet, they are crucial to building and increasing the resilience of communities in fragile situations. The conference concluded with a *Call to Action* (see Annex I) where signatories agree to helping communities anticipate and better prepare for emerging global risks. Forum members also emphasized their continued commitment to working together to help achieve the SDGs.

The findings of IVCO 2016 are crucial to organizations that aim to address volunteerism in an inclusive way. GIZ has therefore analyzed the outcomes of the conference and applied them to the context of the organization. This publication highlights the findings, which despite the GIZ context, are relevant to other IVCOs. More concretely, the document aims to:

- ▶ Highlight what ‘fragility’ and ‘resilience building’ mean in the changing global development context;
- ▶ Explain why addressing fragility is very important for IVCOs that aim to contribute to the achievement of the universal agenda for sustainable development (2030 Agenda);
- ▶ Point out how the strengths of volunteerism can be leveraged to increase the resilience of fragile communities, especially the ability to create conditions for positive change in a pro-active, inclusive way and from the bottom-up;
- ▶ Outline recent findings on the impact of volunteering for development and examine challenges and opportunities for IVCOs to integrate the concept of resilience into their work; and
- ▶ Identify—through the definition of policy messages and recommendations—key areas where GIZ volunteers (development workers) can integrate the findings of IVCO 2016 into their work. This institutional perspective ensures that GIZ development workers are embedded effectively into GIZ. This in turn helps them best leverage their strengths to improve institutional resilience in fragile settings. Although the policy messages and recommendations are addressed to GIZ, the overarching findings apply to all IVCOs. All national and international volunteer sending organizations need to ensure they are prepared institutionally for the changing development context. Doing so ultimately ensures they can contribute to the 2030 Agenda.

Acknowledgements

This paper was authored by Susann Tischendorf, IVCO 2016 Project Manager for the United Nations Volunteers (UNV) program and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The team of the Development Workers Section of GIZ contributed strongly to the document, especially Constanze Majer, Lea Nandzik, and Tabea Kalb.

We are grateful for the intensive guidance of Suzanne Gentges, Head Development Workers Section, GIZ, and for the support of Dr Hans-Joachim Preuss, GIZ Managing Director, Chris Eaton, Forum Chair, and Christina Jenkins, Forum Executive Coordinator.

The paper is an output of IVCO 2016 and it greatly benefits from the technical expertise of all organizations that participated in it (see Annex II), in particular UNV, the co-organizer of the global conference. A particular thank you is extended to Forum Board members.

Finally, we thank Detlev Tenzer, Communications Officer, Development Workers Section, GIZ, for his overall guidance on outreach, Darcy Gallucio, for copyediting, and kipconcept for the report's design.

Executive Summary

Increasing the Resilience of Communities through Volunteering—Lessons Learned from the IVCO Conference in 2016 that can Help National and International Volunteers Achieve Impact in Fragile Contexts and Contribute to the 2030 Agenda for Sustainable Development, from a GIZ perspective, contributes to the debate on the role volunteers play in a changing development context.

It focuses on the work of IVCOs in communities that are affected by global risks. In addressing the specific challenge of building resilience, the paper adds to recent discussions in international development that focus on ways to implement the historic agreements set out in the 2030 Agenda and the Sustainable Development Goals (SDGs).

Approaches where volunteerism can contribute and help strengthen resilience against global risks—at the individual, community, and organizational level—are the mainstay of this paper. In this context, addressing fragility is a particular focus. The paper outlines why fragility has become a development priority that can be overcome if civil society is strengthened. It argues that volunteerism is an ideal instrument to do so because international and national volunteers work directly with people and communities.

1. A Changing Global Development Context for Volunteerism and Beyond

The international community is increasingly confronted with complex crisis that are, among others, caused by natural disasters, climate change, pandemics, forced displacement, and irregular migration.¹¹ The United Nations estimates that today, about 43 percent of people live in fragility. By 2030 that number is estimated to climb to 62 percent.¹²

Since 2015, four milestone agreements have been reached to counter these tendencies and to spur global development: the 2030 Agenda, the Sendai Framework for Disaster Risk Reduction 2015–2030, the global climate change agreement reached at COP21, and the Addis Ababa Action Agenda on financing for sustainable development.¹³ These commitments reflect the emerging global understanding that current and future challenges require the collaboration of many voices. Among others, the international community focuses on working with people affected by crisis. The volunteering sector, this paper argues, plays a crucial role in spurring local action, strengthening the resilience of communities, and contributing to the described landmark agreements.

1.1. Addressing Fragility: A Development Priority of Increasing Importance

Disasters, conflicts, and fragility are closely interlinked. Impoverished countries already struggling with insecurity or building a fragile peace are impacted disproportionately when natural disasters occur. The outcome typically is fragility, and fragile contexts are complex.

The impact of fragility, violence, and conflict is not confined to the countries where it originates. It spills over to neighboring territories and far beyond, with regional and global consequences. In this context, the international community prioritizes programs that help prevent and de-escalate conflict through peaceful dispute resolution, early warning systems, and measures to mitigate emerging tensions. It also prioritizes working with civil society, recognizing the importance of SDG 16—the need to build peaceful and inclusive societies. Establishing effective, accountable, and transparent institutions is one way to achieve SDG 16. And many IVCOs as well as GIZ emphasize achieving this goal.

Overall, fragility can be overcome when linkages across the humanitarian, development, and peace-building communities are leveraged. IVCO 2016 highlighted a multitude of international and national volunteering projects that build resilience in fragile contexts, and this paper brings the salient lessons to the fore.

1.2. What Does 'Resilience' Mean in the Context of Fragility and Conflict?

Definitions of resilience are manifold. In the context of international development, resilience building aims to strengthen the self-help capacities of people but also looks at processes, i.e. legislative and political contexts as well as relevant frameworks. GIZ defines resilience as “the ability of people and institutions—whether individual, household, local communities or states—to cope with and quickly recover from shocks caused by fragile situations, crisis, violent conflict, economic crisis or extreme natural events, and to adapt to chronic stress or transform their means of living or functions without compromising their medium or long-term prospects.”¹⁴ To help communities become more resilient, IVCOs first need to analyze whether they are institutionally prepared to work in the changing development context.

2. Increasing the Resilience of Fragile Communities: What Can IVCOs and Volunteers Do to Achieve Impact?

Fragility has become a development priority. This chapter highlights why strengthening civil society is key to overcoming fragility and what IVCOs and volunteers can do to increase the resilience of fragile communities. The topic is addressed by outlining concrete steps that need to be taken in priority areas of work for IVCOs, notably policy and strategic actions. In closing, frameworks that help IVCOs integrate resilience into the project cycle are presented. And initiatives that increase the well-being and safety of volunteers are pointed out.

2.1. Policy Actions: Spurring National Reforms and Integrating Good Governance Principles into Projects

The lack of structures that promote volunteerism is widespread in fragile communities, which by definition already have less developed institutional and legal support systems. Taking active steps to implement structures that promote volunteerism is thus a priority for the global volunteerism sector. In particular, advocating for policy actions that foster national reforms and integrate good governance principles into projects are more important than ever. An effort of global scale to improve the volunteer infrastructure at the national level is the United Nations General Assembly Plan of Action 2016–30 (UN PoA).

2.1.1 Creating Better Volunteer Infrastructures to Leverage Initiatives

The UN PoA aims to integrate volunteering into peace and development policies and programs. Advocacy for it is led by the UNV program, working closely with national counterparts. In Russia, for example, volunteering is now included in the government's development priorities. The right volunteer infrastructure at the national level is also an important factor for effective collaboration among international and national volunteers. It helps to build each other's capacity and to find better ways of involving community leaders and local governments. However, even with a functioning volunteer infrastructure, volunteerism cannot be fully impactful when efficient good governance mechanisms are not in place.

2.1.2 Helping Establish Democratic Systems and Networks across Society to Overcome Political, Economic, and Social Challenges

Good governance helps strengthen society. To increase the resilience of communities, especially in fragile contexts, the focus needs to be on enabling and supporting good governance. With their professional expertise and ability to build capacity in local settings, volunteers can help point out where good governance structures are lacking and apply concepts that are used by the international development community to promote good governance. One integral component that is strongly related is the promotion of cooperation with civil society. The chapter outlines concrete measures IVCOs take and highlights how GIZ development workers help strengthen institutions by working closely with both state organizations and non-governmental partners that represent civil society. Beyond this, research shows that to overcome crises, it is important to understand their causes first. Organizations that involve volunteers therefore also need to understand the causes of conflict and fragility, such as possible violations of human rights as outlined below.

2.1.3 Supporting the Realisation of Human Rights and Civic Space for the Benefit of Communities

Experience from GIZ projects has shown that “the systematic application of the principles of human rights – participation and empowerment, non-discrimination, equality of opportunity, transparency, and accountability – helps ensure good governance in partner countries and results in more sustainable development projects.”¹⁵ The increasing need to implement human rights standards to achieve the 2030 Agenda is also highlighted in the recently launched 15th Development Policy Report of the German Federal Government. The role of volunteers with regard to strengthening the capacities of state actors as human rights duty bearers can be manifold according to GIZ’s cross-sectorial program *Realizing Human Rights in Development Cooperation*. The chapter explains how IVCOs can integrate human rights-based approaches into projects. This can help communities form and articulate their views effectively, engage in dialogue with state actors, and promote inclusive development that strengthens civic space and the communities themselves. IVCOs can learn from the approaches outlined in sub-chapters 2.1.2 and 2.1.3. They can ensure volunteers actively work with local partners to strengthen institutions and build capacity. The following sub-chapter provides more insight on strategic actions that IVCOs can take to supplement the outlined political actions.

2.2. Strategic Actions: Strengthening Partnerships among Stakeholders, Empowering Marginalized Groups, and Fostering Innovation

IVCOs and volunteers can act strategically to be impactful in fragile contexts. Effective cooperation among project partners and volunteers is key to increasing the impact of project activities in resilience building. This approach goes beyond exchanging information to capacity development. Strengthening partnerships, empowering marginalized groups, and fostering innovation are equally important strategic actions that IVCOs need to take to achieve long-term positive change in fragile settings.

2.2.1 Strengthening Cooperation between International and National Volunteers to Build Capacity and Increase the Sustainability of Projects

Communities in fragile contexts, as Forum research confirms, can only be supported effectively through volunteerism if international and national volunteers work together collaboratively and build on each other’s capacity.¹⁶ Projects of the Australian and Japanese governments exemplify this. Both implemented initiatives that are based on cooperation between international and national volunteers to provide disaster relief and to mitigate climate change risks in the Philippines. When capacity development is at the heart of volunteering initiatives, these examples show, volunteering can generate impact on the community level. This is because the volunteer transfers skills to the local partner that is then enabled to educate a larger group. This multiplier effect is an important example of the social dimension of volunteerism. The project of the Nepal Friendship Society and the national volunteer program of CUSO International in Colombia are other examples. International volunteering interventions therefore can only be sustainable if local communities are actively involved. Integrated project planning processes, discussions among involved stakeholders, as well as capacity development represent effective ways of implementation.

2.2.2 Empowering Marginalized Groups to Become Community ‘Agents of Change’

Capacity development does not only ensure that projects are better coordinated and effectively implemented by partner organization, it also enables volunteers to become ‘agents of change’ that transfer their knowledge to the community. In the context of fragility, the role of community action that results from the work of local change agents is crucial. It empowers members of the community that are excluded from important participatory processes to take an active role in community development. Women and youth are both groups that are defined as marginalized in fragile contexts. The work of the organization Palestine Vision shows how volunteerism can help empower youth and strengthen fragile communities. The United Network of Young Peace Builders reaches out to young people, especially those that are marginalized because they are not educated and live on the streets. GIZ uses sport as a tool for sustainable development and peace building is another strategic approach to empower children and youth to become local agents of change. CUSO International goes one step further and shows that strengthening civil society by empowering marginalized groups not only helps

foster social inclusion but also spurs economic development. GIZ and IVCOs can learn from these examples of far-reaching and long-term positive outcomes. This strategic action to empower marginalized groups is key to achieving political progress.

2.2.3 Fostering Innovation to Widen Volunteer Engagement and Address Global Changes

Future-oriented volunteering approaches and partnerships are needed under the increasingly difficult conditions the world is facing. By involving volunteers and stakeholders in new and innovative ways, IVCOs can contribute to building capacity locally and to increasing the resilience of communities. The theme is not new to IVCOs. Unsurprisingly, a multitude of innovative volunteering projects were presented at IVCO 2016. Following-up on them, the following three approaches to future-oriented volunteerism emerged.

2.2.3.1 Projects that Focus on Inclusiveness

One remarkable initiative highlighted at IVCO 2016 is the work of the Senior Expert Service. It aims to make volunteering more inclusive by leveraging the knowledge of retired professionals. The innovative and inclusive volunteer projects of Scope Global benefit people with disabilities: volunteers grow both personally and professionally while empowering and transferring skills to people with disabilities. This helps strengthen local skills and boost social and sustainable economic development.

2.2.3.2 Projects that Focus on Integrative Ideas

For IVCOs, innovation goes beyond the recruitment and inclusion of new and previously marginalized groups. It is about shifting the boundaries of what seems possible. In addition to Scope Global, GIZ's Sport for Development program and CUSO International's VOICE project shift the paradigm through new ideas. These projects and programs demonstrate that volunteerism interventions can lead to positive economic outcomes when civil society is empowered.

2.2.3.3 Projects that Focus on New Partnerships Models

Volunteer involving organizations are keen on innovating through new partnerships, as UNV's Online Volunteering example highlights. It allows organizations and volunteers to team up to address sustainable development challenges—anywhere in the world, from any device. Realized Worth, a global consulting firm, provides another example of innovation in volunteering by addressing the private sector. The organization engages employees in corporate volunteering to increase their awareness of social issues and societal needs. Such private sector partnerships are becoming more important for IVCOs. Realized Worth was co-founded by IMPACT 2030, a global private sector-led collaboration that mobilizes employee volunteers to advance the achievement of the SDGs. UNV collaborates with the United Nations Global Compact, the world's largest corporate sustainability initiative. The private sector has corporate practices and processes that can help leverage volunteerism in new ways and build capacity. VSO International, for example, works with the private sector at all levels. In turn, volunteerism has gained importance in the private sector as it represents a new platform to implement projects. Such partnerships can help increase the resilience of communities and leverage the SDGs, especially SDG 17 which emphasizes inclusive partnerships built upon principles and values [of inclusion].

2.3. Examples of Instruments to Achieve Impact in Fragile Settings

Translating commitments to build resilience into good practice and impacts on the ground has proven to be challenging for IVCOs as much as for the international community. One reason is the lack of effective instruments to implement the resilience concept. This sub-chapter points out selected instruments that can help IVCOs integrate resilience into the project cycle and increase the well-being and safety of volunteers in fragile contexts.

2.3.1 Integrating Resilience into the Project Cycle: GIZ's Resilience Learning Initiative

The Resilience Learning Initiative (RLI) exemplifies the importance knowledge sharing can have on the development of initiatives that build resilience. RLI is a joint project of GIZ, the German Red Cross, the World Food Program, the Welthungerhilfe, and the Arbeiter-Samariter-Bund.¹⁷ Together, the organizations developed an Operational Framework for Resilience Integration. It consists of four parts and outlines how organizations can incorporate a resilience approach into the project cycle.

2.3.2 Health and Security: Increasing Well-being and Ensuring Safety to Enable Volunteers to Work Effectively

Ultimately, to achieve impact in fragile settings, volunteers not only need to work in partnership and under the guidance of relevant frameworks, they have to be prepared to tackle the immediate security challenges. Despite awareness of risks and investment in protective measures by IVCOs, conflict settings remain a major reason of concern for many volunteers. In a changing global context characterized by fragility, GIZ and other IVCOs therefore need to create better standards in health and security. One example is the approach of the Consortium of German organizations, which are implementing the ZFD (Civil Peace Service) program. The organizations support projects aimed at non-violent conflict resolution in countries worldwide and second volunteers—development workers—to assist local partner organizations. To ensure the safety of volunteers, the ZFD-organizations carefully screen and employ candidates into long-term service. The ZFD organizations also conduct rigorous risk analysis of countries, ensure that clear health and safety regulations are in place, and provide individual coaching. Overall, providing pre-deployment check-ups and sharing responsibilities between organizations, supervisors, volunteers, and host communities in emergency and crisis situations are just a few of the additional steps that can be taken. The consistent provision of medical evacuation and repatriation insurance is another one. These protective measures are worth the investment, as they will help volunteers to contextualize and better assess risks, to prepare for emergency situations, and to address health and security concerns with the host community and with sending organizations. Ultimately, it enables volunteers to fully concentrate on building resilience in fragile and conflict-affected environments.

3. Increasing the Resilience of Fragile Communities: What Can IVCOs Learn from Recent Research on the Impact of Volunteering for Development?

An in-depth literature review of recent research on the impact of volunteering for development brought to the surface the following key findings that IVCOs can apply to project design and implementation in fragile contexts:

- ▶ Projects need to be participatory and follow a bottom-up approach to reach the poorest and most marginalized;
- ▶ Projects need to bring together different groups of society to multiply effectiveness and be sustainable in the long-run;
- ▶ Projects need to have an impact measurement angle with indicators that are comparable among IVCOs;
- ▶ Projects need to address the lessons learned from existing global research on the impact of volunteering for development; and
- ▶ IVCOs need to work together collaboratively to strengthen the Global Research and Impact Measurement Agenda.

The findings are described in detail in chapter three of this publication. However, the studies presented in the chapter are a fraction of lessons learned that IVCOs have already obtained from their own impact measurement and research efforts. Yet, still lacking is a clear knowledge management of global scale that IVCOs can use to share lessons learned more broadly. Forum's Global Research Working Group therefore urges Forum members and other IVCOs to:

- ▶ Strengthen the Global Research Agenda on Volunteering for Peace and Sustainable Development 2015–25;
- ▶ Encourage collaboration between IVCOs and academics;
- ▶ Promote the findings of crossover work in academic and practitioner literature; and
- ▶ Scale-up support for research activity in general, but specifically for research that addresses issues of measurement focused on the experiences of communities in which volunteers are placed.

Moving-forward, it is therefore key for IVCOs to share lessons learned globally to ensure projects can be designed that address the changing global development outlined in chapter one and contribute to the 2030 Agenda.

4. Conclusion

In sum, the paper shows that national and international volunteers are a crucial resource to create lasting change in fragile context because they work at the grassroots level and from the bottom-up. Throughout the paper theoretical knowledge is emphasized that can be adapted by IVCOs to create frameworks and guidance documents for volunteering projects and deployments in fragile contexts. The theoretical knowledge is complemented by a multitude of project examples that are recent and of relevance to the work of IVCOs in fragile contexts. Innovative approaches to volunteerism are given particular attention. Throughout the document, the special focus is on the work of GIZ, especially the development workers that are part of the organization and are strongly contributing to the work of GIZ and its impact on the field, the mandate of BMZ, and the SDGs.

It is important for the GIZ Development Worker Section to translate the lessons learned obtained from IVCO 2016 and the findings of this paper into concrete Policy Messages (see page 15) and Recommendations (see page 53) that can help GIZ strengthen its development workers program. Those findings can also guide other IVCOs in forming policy documents to better advocate for volunteering projects and deployments, in fragile contexts and beyond.

The IVCO conference in 2016 and this paper aim to foster more openness and share further learning from successes and failures through clear knowledge management and sharing. This paper and the ‘Bonn Call for Action’ (see Annex I) shows that active steps in this direction are already being taken. This positive collective action is key to creating momentum for volunteerism interventions that aim to strengthen civil society, especially in fragile states. While this document is a starting point for action for IVCOs and GIZ already, volunteer involving organizations have to work together to leverage the findings effectively and identify further valuable lessons learned that could not be captured.

Policy Messages:

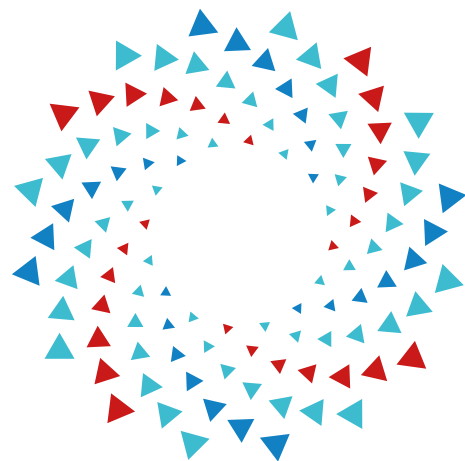
The Importance of the Deployment of Development Workers

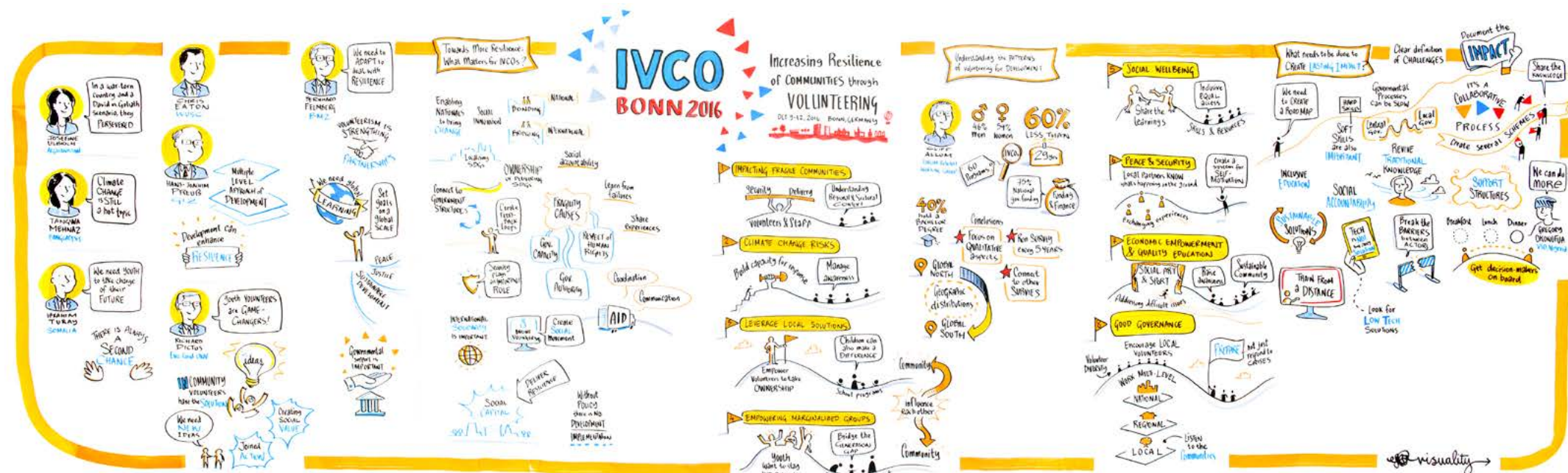
- 1.** GIZ development workers deployed by GIZ into development cooperation programs **play an important role in contributing to GIZ's strategic goal to support fragile communities and to help achieve the 2030 Agenda for Sustainable Development.** The Agenda represents a collective commitment that is based on a common understanding of the changing global development context; in particular, the key role fragility plays in development programming. GIZ development workers contribute to the goals set out in the 2030 Agenda by using their experience to strengthen public institutions and civil society, promoting change and resilience, and promoting cooperation between civil society and the state at all levels. However, the deployment of development workers needs to be strengthened at the civil society level in order to pursue the role of GIZ being at the interface of civil society, communities, and the state.
- 2.** GIZ development workers **are strongly dedicated to increasing the resilience of communities.** In line with the 2030 Agenda, resilience building has become increasingly important to the international community. GIZ development workers play a crucial role in spurring local action and strengthening the resilience of communities because they are embedded in a tight-knit network in their countries of assignment and cooperate closely with local partners, especially grassroots actors. This role needs to be highlighted.
- 3.** GIZ development workers **are crucial in supporting institutions to bring about structural change.** By offering expertise and an external perspective, they support partner organizations in overcoming obstacles to development, especially in fragile contexts. They help expand local capacity so that program partners are enabled to conceive, to plan, and to manage change processes. The important role GIZ development workers play in enhancing institutional resilience needs to be highlighted more.

4. GIZ development workers—like other IVCOs—**build the bridge between national and international volunteering.** They help national volunteers and volunteering organizations to advocate better for the impact local volunteers already have. This is crucial because the results of national volunteer projects often remain unrecognized by the local and international community. GIZ development workers therefore also support IVCOs in highlighting positive project examples. A number of these examples were presented at IVC0 2016 and are given further visibility throughout this publication.

5. **GIZ invests in finding innovative approaches to volunteerism.** IVC0 2016—that was co-hosted by GIZ—exemplifies this commitment. And so does this paper, which highlights the key findings of IVC0 2016 that are of strategic relevance for all IVCOs. These commitments and the close collaboration with IVCOs enable GIZ to reshape its volunteerism approach so that GIZ development workers contribute effectively to the SDGs.

6. **The GIZ Development Workers Section actively supports the development of better impact measurement and research initiatives.** Providing empirical proof of the impact of volunteerism represents a challenge for IVCOs, especially in areas that relate to the SDGs. Impact measurement, however, is crucial to give positive outcomes of volunteer action more visibility. The GIZ Development Workers Section will therefore support global research and measurement initiatives wherever possible.





'Working Together We Can Help Achieve The SDGs' - Graphic Recording of Day 1 of IVCO 2016 by Artist Christopher Malapitan

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A Changing Global Development Context for Volunteerism and Beyond

The international community is increasingly confronted with complex crises that are—among others—caused by natural disasters, climate change, pandemics, forced displacement, and irregular migration.¹⁸ The facts and projections are startling: over the past two decades, an average of 218 million people every year have been affected by natural disasters alone.¹⁹ Yet, only 0.4 percent of official development assistance is currently being spent annually on disaster preparedness.²⁰ If not addressed, such discrepancies will increase the number of fragile situations. The United Nations estimates that today, about 43 percent of the population worldwide lives in fragility. By 2030 that number is estimated to climb to 62 percent.²¹

Since 2015, four milestone agreements have been reached to counter these tendencies and to spur global development:

- ▶ The 2030 Agenda, the first-ever universal development framework agreed by the United Nations. It includes a set of 17 interconnected goals—the Sustainable Development Goals (SDGs)—that seek to eradicate poverty in all its forms and within the context of sustainable development;²²
- ▶ The Sendai Framework for Disaster Risk Reduction 2015–2030, which represents the global agenda to reduce the risk of disaster for the next generation;²³
- ▶ The global climate change agreement reached at the 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC);²⁴ and
- ▶ The Addis Ababa Action Agenda, a historic agreement to generate financing for the new sustainable development agenda.²⁵

These commitments reflect the emerging global understanding that current and future challenges can only be addressed through the collaboration of many voices. A particular focus of the international community is working with people affected by crisis. This was pointed out at the 2016 World Humanitarian Summit in Turkey, Istanbul,²⁶ where the former United Nations Secretary-General Ban Ki-moon stated that global risks affect all countries and bring about the need to build more resilient societies.²⁷ He urged the international community to increase investment in community resilience and added that local action must be driven by local needs, and complemented by regional and international support.²⁸



The volunteering sector plays a crucial role in spurring local action, strengthening the resilience of communities, and contributing to international landmark agreements.



During the 2016 World Humanitarian Summit former UN Secretary General Ban Ki-moon urged the international community to increase investments in community resilience.

This paper argues that the volunteering sector plays a crucial role in spurring local action, strengthening the resilience of communities, and contributing to the described landmark agreements. This chapter sets the context and explains why, while the next chapter outlines how IVCOs can impact the changing global development context.

Volunteerism: More than an Idealistic Approach to Changing the World for a Better Future

More than 1 billion people volunteer globally.²⁹ They do so for a great variety of reasons: to help eliminate poverty, to improve basic health and education, to tackle environmental issues, to reduce the risk of disasters, and to combat violent conflict. The majority serve their own countries, many to improve the way they and their fellow citizens are governed. These volunteers are helping better represent the voices of those who are often left out of development decisions, such voices as women, youth, and marginalized groups. This helps spur more inclusive—and ultimately more effective—development.

Given the many forms of volunteerism, volunteers are also given different ‘definitions’ depending on the context of their work. GIZ volunteers, for example, are institutionally called ‘development workers’ or ‘development advisors.’ This is due to the professional expertise and knowledge they bring to their assignments as well as the specific advisory role they play in GIZ programs. Volunteer-sending organizations define their volunteers as ‘international volunteers.’ Volunteers who are not working under the umbrella of an organization are oftentimes called ‘social activists.’ This publication makes these distinctions when highlighting where volunteers work in partnership, yet it treats volunteerism in an inclusive way acknowledging that all areas where volunteers are active help generate well-being for people and their communities.

Given that volunteers are motivated by values like those of justice, equality, and freedom that are expressed in the United Nations Charter,³⁰ a society which supports and encourages different forms of volunteering is likely to be a society which also promotes the well-being of its citizens. Overall, volunteerism is a basic expression of human relationships. It is about people’s need to participate in their societies and to feel that they matter to others. These social relationships intrinsic to volunteer work are also critical to individual and community well-being. To highlight the importance of volunteerism, since 1985, the United Nations has designated December 5 as International Volunteer Day. The day is an opportunity for volunteers and volunteer-involving organizations to raise awareness of, and gain recognition for, the contribution they make to their communities. Nowadays, the international community pays particular attention to this day because it has recognized that without a wide range of people engaged at all stages, at all levels and at all times, the SDGs can simply not be achieved. In 2015, the United Nations and all members of state recognized Volunteerism in all its facets, as a powerful means for bringing more people into the fold. ■

1.1. Addressing Fragility: A Development Priority of Increasing Importance

"About half of our partner countries are fragile. Two out of three of these countries are also extremely poor. Poverty, fragility and violent conflicts predominantly contribute to flight and migration. Our development workers assist partner organisations to create perspectives for the people in an effective and efficient way. They also work with local communities to increase their level of resilience. They thereby contribute substantially to a worldwide reduction of extreme poverty and the root causes of flight and migration."

Dr Hans-Joachim Preuß, Managing Director, GIZ

Disasters, conflicts, and fragility are closely interlinked. Impoverished countries that are already struggling with insecurity or building a fragile peace are impacted disproportionately when natural disasters occur. Recurrent severe weather events in the Sahel and in the Horn of Africa, for example, are devastating peoples' lives in countries where violence and instability reduce the possibilities for reducing disaster risk. Natural disasters can even increase the risk of conflict. This in turn causes fragility.

Fragility: A Concept with Many Layers

Fragile contexts are complex. Unsurprisingly, there is no standard international definition. According to the Federal Ministry for Economic Cooperation and Development (BMZ): "Fragile states are those in which state institutions are very weak or at risk to collapse, and whose populations suffer from widespread poverty, violence and arbitrary rule."³¹ Women, children and ethnic or religious minorities are especially affected. A state's fragility may also correlate with a lack of

legitimacy. GIZ notes that fragility is often connected with hunger and human rights violations, and frequently sets in motion a spiral of poverty and violence that is difficult for the countries affected to break.³² The impact of fragility, violence, and conflict is not confined to the communities and countries where it originates. It spills over to neighboring territories and far beyond. Fragile states therefore also represent a threat to regional and international security. ■

For the international community, addressing fragility is a key priority. The **World Bank Group**, for example, addresses the challenge of fragility, conflict, and violence as a strategic priority that is critical to achieving the organizations' twin goals to end extreme poverty and promote shared prosperity.³³ This approach is important given the high cost of fragility, both at the social and economic level. Where conflict occurs, development often stalls and significant resources must be allocated to support refugees and the internally displaced, among others.

In fragile settings, the international community focuses on programs that help prevent and de-escalate conflicts through peaceful dispute resolution, early warning systems, and responses to emerging tensions. In post-conflict contexts, increasing dialogue among stakeholders is a priority. Another priority is working directly with civil society. BMZ pointed this out in 2007: "Civil society plays a key role in the cooperation with fragile states. The more unstable the starting conditions, the greater the flexibility with which development policy must deploy its instruments and cooperate outside state structures with grassroots non-governmental organizations and church development agencies, for example."³⁴ Helen Clark, former Adminis-

trator of the United Nations Development Programme (UNDP), confirms this: “Supporting civil society in fragile states is particularly important in the light of the 2030 Agenda as it is a universal one, and therefore as relevant for fragile states as for others—but fragile states do face many more challenges in implementing it.”³⁵

In this context, SDG 16, pointing to the need to build peaceful and inclusive societies, is crucial. Establishing effective, accountable, and transparent institutions is one way to achieve SDG 16, and IVCOs, including GIZ, recognize this. Among others, IVCOs help strengthen public institutions and promote cooperation between civil society and the state at all levels. UNDP confirms that such actions that extend state authority to the local level can help stabilize fragile contexts where government functions are especially weak.³⁶

IVCO 2016 highlighted a multitude of international and national volunteering projects that build resilience in fragile contexts. The obtained knowledge is crucial for the global volunteering community, including GIZ, as the 2030 Agenda represents a collective commitment based on a common understanding of the changing global development context, especially the role fragility plays in development programming.

Overall, fragility is best surmounted when the linkages across the humanitarian, development, and peace-building communities are being leveraged. The concept of resilience helps achieve this goal as the following sub-chapter points out.

Civil society plays a key role in the cooperation with fragile states. The more unstable the starting conditions, the greater the flexibility with which development policy must deploy its instruments and cooperate outside state structures with grassroots non-governmental organizations and church development agencies, for example.

BMZ



Fragility is best surmounted when the linkages across the humanitarian-, development-, and peace-building communities are being leveraged.

1.2. What Does 'Resilience' Mean in the Context of Fragility and Conflict?

The international community addresses the urgent need of vulnerable communities to become more sustainable through the concept of resilience that cuts across the SDGs. But let's take one step back. What does resilience actually refer to?

Resilience: Origin of the Concept and Definitions

The concept of resilience is rooted in material sciences and ecology³⁷ but has also been applied in social disciplines and psychology. The concept typically relates to the ability of systems to respond and to adapt effectively to changing circumstances. In concrete terms, it is the ability of critical physical infrastructure to absorb shocks.³⁸ From a more psychological point of view, it is the process of adaptation and a set of skills, capacities, behaviors, and actions to deal with adversity.

In the context of international development, resilience building aims to strengthen self-help capacities but also looks at processes, i.e. legislative and political contexts, and relevant frameworks. The Humanitarian Emergency Response Review recommended in 2011 that resilience be integrated into the emergency response approach of the British government. As a result, resilience became increasingly central in humanitarian thinking.³⁹ Numerous definitions of resilience have emerged since then, some explicitly drawing a link between disasters and conflicts as an external shock that threatens the well-being of a household, community, or country.⁴⁰

DFID's definition of resilience, for instance, is "the ability of countries, communities and households to manage change,

by maintaining or transforming living standards in the face of shocks or stresses—such as earthquakes, drought or violent conflict—without compromising their long-term prospect."⁴¹

GIZ defines resilience as "the ability of people and institutions—whether individual, household, local communities or states—to cope with and quickly recover from shocks caused by fragile situations, crisis, violent conflict, economic crisis or extreme natural events, and to adapt to chronic stress or transform their means of living or functions without compromising their medium or long-term prospects."⁴²

Lately, an understanding has emerged that building resilience refers to "strengthening the absorptive, adaptive and transformative capacities of countries."⁴³ Building resilience ultimately helps fragile countries to be less dependent on international aid when disasters and crises occur.

By now, resilience is widely acknowledged in the literature as a useful tool for leveraging better linkages across humanitarian, development, and peace-building communities.⁴⁴ ■

The concept's many definitions indicate that no clear, common, conceptual understanding of the idea has materialized. This circumstance combined with the inflationary use of the term could cause a dilution or even loss of meaning. Nevertheless, the complexity of the concept is also its strength, ensuring different schools of thought are considered in the analysis.

GIZ development workers, for example, are dedicated to building up the resilience of communities. As already indicated, they use their professional skills to work directly with local institutions and organizations. To do so, they are embedded in a tight-knit network in their countries of assignment and cooperate closely with grassroots actors.⁴⁵

The head of the Development Worker Section of GIZ proposed the concept of Institutional Resilience because fostering institutional resilience is crucial to building the capacity of communities through organizations. The following box describes what the Development Worker Section of GIZ proposes.

Fostering Institutional Resilience: A Crucial Step for IVCOs to Build Capacity at Multiple Levels?

Given the complexity of the resilience concept, how does it relate to the work of IVCOs? First and foremost, IVCOs are institutions themselves and need to look at their own capacities before aiming to help communities to become more resilient. But how can this be tested? As described, the concept of resilience typically relates to the ability of systems to respond and to adapt effectively to changing circumstances. An institution is such a system and IVCOs are institutions. IVCOs can therefore ask themselves:

- ▶ Do we have the capacities to absorb, adapt, and transform?
- ▶ Are we capable of mitigating the impact of shocks, responding appropriately, and applying 'lessons learned' from experiences?
- ▶ Are we institutionally prepared to work in the changing development context, to adapt our programs if necessary, and to have a knowledge management system that enables us to innovate over time?

Modified, these questions apply equally to the volunteers themselves. In sum, in the context of volunteering, IVCOs and volunteers have to be resilient when aiming to increase the resilience of communities.

GIZ and its development workers strongly focus on fostering resilience on the institutional level. The institution has taken this approach because of the conviction that genuine capacity development can be achieved best when communities and partner organizations are integrated

into the process of developing new knowledge or adapting existing knowledge. Such knowledge then also reflects the local needs that can trigger change. The work of GIZ development workers with the national volunteering organization Palestinian Vision (PalVision) is a good example. GIZ development workers support PalVision in increasing its institutional resilience. Among others, they work with PalVision staff to create a results-based monitoring system that has recently been implemented and will strengthen the design of evidence-based projects for Palestinian youth moving-forward. It also enables PalVision to fulfill its mandate more effectively. Chapter two gives more details on the work of organization (see page 28).

The process of translating knowledge developed in consultation with partners into concrete findings, strategies, and concepts that work at the local level is also crucial to the achievement of sustainability. Research on the impact of volunteering for development confirms this. It clearly points out participatory approaches that build institutional capacity contribute to the generation of sustainable projects and foster long-term relationships with partners and local actors. Chapter three gives a more detailed insight into relevant research. GIZ goes one step further and aims to transfer knowledge from the local to multiple levels, in particular the regional and political, because this can further spur participatory action, lead to impact on a larger scale, and then create an enabling environment for change. ■

While this chapter looked at the increasingly complex international development context and gave a theoretical understanding of the volunteerism, fragility, and resilience, chapter two outlines how IVCOs can increase the resilience of communities and what concrete priority steps need to be taken.



2

Increasing the Resilience of Fragile Communities: What Can IVCOs and Volunteers Do to Achieve Impact?

"Volunteers and volunteer organisations are essential to creating vibrant and resilient communities. They help build capacity and activate citizens to trigger the change needed to make the Sustainable Development Goals become a reality."

Dr Gill Greer, Forum Board member

As described in chapter one, fragility has become a development priority. This chapter highlights why strengthening civil society is key to coping with fragility and what IVCOs and volunteers can do to increase the resilience of fragile communities. The chapter addresses the topic by outlining concrete steps that need to be taken by IVCOs in the following priority areas:

- ▶ Policy actions that spur national reforms and ensure good governance principles are integrated into projects; and
- ▶ Strategic actions that help strengthen partnerships among stakeholders, empower marginalized groups, and foster innovation.

In closing, the chapter points out frameworks that could help IVCOs integrate resilience into the project cycle and sheds a light on initiatives that increase the well-being and safety of volunteers. These instruments are crucial for setting the foundation for volunteering projects and deployments that aim to address fragile contexts in a sustainable way.

2.1 Policy Actions: Spurring National Reforms and Integrating Good Governance Principles into Projects

“Volunteerism is a force for harnessing the power of peoples’ voice and participation to influence governance, and enhanced voice and participation are associated with more responsive and accountable governments. Volunteers are playing a vital role in making governments more accountable and responsive to their citizens.”
Amanda Mukwashi, Chief Volunteer Knowledge and Innovation Section, United Nations Volunteers (UNV) program

As pointed out by Amanda Mukwashi, Chief of the Volunteer Knowledge and Innovation Section of the United Nations Volunteers (UNV) program, too many governments are failing to acknowledge—and leverage—the immense potential of volunteers to help them chart a more successful development path.⁴⁶ This lack in governmental support has even more negative impact in fragile contexts that by definition already have less-developed legal and institutional support systems. Taking active steps to implement structures that promote volunteerism therefore has to be considered as a priority for the global volunteerism sector. In particular, advocacy for policy actions that foster national reforms and integrate good governance principles into projects are more important than ever. GIZ confirms this: “The political and social framework plays a crucial role in ensuring reforms are effective and sustainable. Without an enabling environment, changes remain superficial and have no real impact in the medium term.”⁴⁷ An effort of global scale to improve the volunteer infrastructure at the national level is the United Nations General Assembly Plan of Action 2016–30 (UN PoA), which is described in detail in the following sub-chapter.



Taking active steps to implement structures that promote volunteerism needs to be considered as a priority for the global volunteerism sector.

2.1.1 Creating Better Volunteer Infrastructures to Leverage Initiatives

The UN PoA focuses on three strategic objectives to integrate volunteering into peace and development policies and programs in the next decade and beyond:

- ▶ Strengthening people’s ownership of the post-2015 agenda through enhanced civic engagement and enabling environments for citizen action;
- ▶ Integrating volunteerism into national and global strategies for the post-2015 development agenda; and



The United Nations General Assembly Plan of Action 2016–30 is an effort of global scale to integrate volunteering into peace and development policies and programs.

- Measuring volunteerism to contribute to a holistic understanding of the engagement of people and their well-being and to be part of the monitoring of the SDGs.

Advocacy for the UN PoA is led by the UNV program that works closely with national counterparts. Russia is a good example of the impact this work can have. In Russia, volunteering is now included in the development priorities of the government and integrated into a national strategy. There are plans to integrate the SDGs into a national working plan for 2020 as well. The Russian National Volunteer Centre was key to achieving these reforms as highlighted below.

Promoting Volunteerism at the National Level

The National Volunteer Centre in Russia Plays a Central Role in Promoting Volunteerism

Launched in 1991, the National Volunteer Centre (NVC) develops, supports, and promotes volunteerism in Russia to make it an essential component of society. Galina Bodrenkova, President of NVC, believes that in Russia it is necessary to raise awareness, to establish a solid knowledge base, and to improve legislation in the field of volunteering. NVC assists in decision-making related to volunteers and to public policy on the local and national level, and it conducts scientific research on volunteerism.

Achievements

- The National Council on Corporate Volunteerism was established in 2014 at the initiative of the Association of Managers and the NVC to provide a solid national knowledge system with information on national and international corporate volunteering opportunities.

- NVC invests in research and training; over the past few years, NVC conducted over 300 training events and 10 annual national conferences on volunteering. Thanks to the advocacy work, more than one million volunteers from almost 50 regions of Russia participate in the annual All-Russian volunteer week.

To achieve its objectives, NVC actively cooperates with other national and international organizations working in the field of volunteerism—the Association of Volunteer Centers (AVC), the National Research University Higher School of Economics (HSE), and the Agency for Strategic Initiatives (ASI). Also, NVC is a member of the Federal Expert Council on Volunteering and a member of the International Association for Volunteer Effort (IAVE). ■

Volunteer infrastructure at the national level is an important factor for effective collaboration among international and national volunteers.⁴⁸ It helps them to build each other's capacity and to find better ways to involve community leaders and local governments in their work. The program of CUSO International in Colombia (see page 34), for example, would not have been possible without recent legislation passed by the country in a national effort to widen volunteer engagement. However, even with a functioning volunteer infrastructure, volunteerism cannot develop its full impact when efficient good governance mechanisms are lacking. The following sub-chapter points out the reasons why.

2.1.2 Helping Establish Democratic Systems and Networks across Society to Overcome Political, Economic, and Social Challenges

Good governance refers to “effective structures that provide optimal support to citizens in leading a safe and productive life in line with their desires and opportunities.”⁴⁹ This applies to all relevant actors across society, such as the government and the private sector.⁵⁰ Essentially, good governance helps strengthen society. To increase the resilience of communities, especially in fragile contexts, the focus needs to be on enabling and supporting good governance.

With their professional expertise and ability to build capacity in local settings, volunteers can help point out where good governance structures are lacking and apply concepts that are used

by the international development community to promote good governance. One integral component that is strongly related is the promotion of cooperation with civil society. Partnerships with civil society are especially important in fragile contexts because an active civil society is a prerequisite for constructive relations between the state and society (see 2.1.1). If these relations work effectively, they lead to civic-centered development actions by the state. The German government has stated: “Development policy therefore has to be based on the promotion of civil society, both in the political dialogue with partner countries as well as through concrete measures.”⁵¹

But how does this relate to volunteerism in all its forms (see page 22 that described volunteerism)? What concrete measures can IVCOs take? Let's take the example of GIZ development workers. In their volunteerism assignments, they do exactly what the previous statement suggested: They use their professional expertise to provide training and advisory services that help strengthen institutions (see page 26 that highlights the concept on institutional resilience). They do so by working closely with both state organizations and non-governmental partners that represent civil society. Giving systematic advice and providing capacity development services for local stakeholders are at the core of their assignments in partner countries. After completing their assignments, they bring their experience and intercultural know-how to European society. This contributes to sustainable development and fosters a tolerant society.⁵² The example of GIZ development workers shows that although working from the bottom-up, volunteers have a strong impact on ensuring that institutions in partner countries are being strengthened and civil society has the capacity to effectively lead them to ensure good governance in the long-run. In fragile and conflict-prone settings their work is even more crucial as institutional reform processes are particularly difficult to spur. In such contexts, enabling local actors to resolve conflicts without using violence is crucial. In Germany, the Consortium of German organizations implementing the ZFD (Civil Peace Service) program has taken this approach of placing trained experts in the field as volunteers and has achieved robust outcomes.⁵³



Although working from the bottom-up, volunteers have a strong impact on ensuring that institutions in partner countries are being strengthened and civil society has the capacity to effectively lead them to ensure good governance in the long-run.

Beyond this, research shows that to overcome crises, it is important to understand their causes first. Organizations that involve volunteers therefore need to also understand the causes of conflict and fragility, such as possible violations of human rights, so that they can address them in their projects and enable volunteers to work effectively in contexts where good governance is lacking. The following sub-chapter provides a closer look at human rights-based approaches that IVCOs can integrate into their projects.

2.1.3 Supporting the Realization of Human Rights and Civic Space for the Benefit of Communities

Experience from GIZ projects has shown: “The systematic application of the principles of human rights—participation and empowerment, non-discrimination, equality of opportunity, transparency, and accountability—helps ensure good governance in partner countries and results in more sustainable development projects.”⁵⁴

The increasing need to implement human rights standards to achieve the 2030 Agenda is also highlighted in the recently launched 15th Development Policy Report of the German Federal Government.⁵⁵ The document points out that the developments of the past years, in particular the increase of armed conflicts and migration movements pose significant human rights risks.⁵⁶ Ensuring human rights is therefore a guiding principle of German development policy.

The role of volunteers with regard to strengthening the capacities of state actors as human rights duty bearers can be manifold according to GIZ's cross-sectorial program *Realizing Human Rights in Development Cooperation*: Their contribution can range from advising national planning authorities on the disaggregation of data and sensitizing local governments on relevant human rights standards, e.g. on water and sanitation, to supporting the set-up of inclu-

sive participation and accountability mechanisms. With regard to strengthening the capacities of civil society organizations as those that support communities through training, community development, or advocacy, volunteers can strengthen organizational or project management capacities. Volunteers' placement within, or their support to, partner organizations' structures, their thematic and methodological expertise as well as their structural linkages to other levels of development interventions are valuable components of what is ultimately increasing dialogue on human rights-based approaches. This can help communities form and articulate their views effectively, engage in dialogue with state actors, and promote inclusive development that strengthens civic space and the communities themselves.

IVCOs already use human rights-based approaches when designing volunteerism projects. Yet, mostly, this happens 'unconsciously' depending on the organizational values of the respective IVCOs. IVCOs therefore need to analyze their institutional values, identify where they are in line with human rights-based approaches, and discuss where additional human rights-based approaches need to be integrated into projects. Overall, IVCOs need to raise more awareness as to the importance of these approaches to ensure successful delivery in fragile contexts.

IVCOs can learn from the approaches outlined in sub-chapters 2.1.2 and 2.1.3. They can ensure volunteers actively work with local partners to strengthen institutions and build capacity. To do so, they have to be aware of good governance principles and human rights-based approaches, include these into projects, and adapt them to the political and societal context of the partner country.

The following sub-chapter provides more insight on strategic actions that IVCOs can take to supplement the outlined political actions. Specifically, it points out how volunteers can use their skills to strengthen strategic actions that help develop capacity and in doing so achieve impact in increasing the resilience of communities.



Volunteers' placement within, or their support to, partner organizations' structures, their thematic and methodological expertise as well as their structural linkages to other levels of development interventions are valuable components of what is ultimately increasing dialogue on human rights-based approaches.



Young Rwandan journalists broadcast democratic values after being trained in methods of conflict sensitive journalism by GIZ volunteers.

2.2. Strategic Actions: Strengthening Partnerships among Stakeholders, Empowering Marginalized Groups, and Fostering Innovation

Beyond advocacy, IVCOs and volunteers can take action at the strategic level to have positive impact in fragile contexts. In many cases effective cooperation among project partners and volunteers, for example, can be key to increasing the impact of project activities to build resilience.⁵⁷ Such a strategic-level approach goes beyond exchanging information, however. It refers to capacity development. According to GIZ, this is about “strengthening partners and tapping potentials.”⁵⁸ It applies to capacities and experience in a wide variety of areas: health, legal affairs, public finance, communications, organizational development, education and training. The organization has more than 30 years of experience in capacity development and supporting people in acquiring specialist knowledge, skills, and management expertise. Yet, GIZ points out that “that in itself is not enough. Long-term impact can only be achieved if all activities and strategies are efficiently coordinated and stakeholders in all sectors are adequately consulted. This is the key to sustainable development.”⁵⁹ The following sub-chapters point out how IVCOs can achieve long-term impact in fragile settings by strengthening partnerships, empowering marginalized groups, and fostering innovation.

2.2.1 Strengthening Cooperation between International and National Volunteers to Build Capacity and Increase the Sustainability of Projects

“If we want to strengthen the resilience of vulnerable communities and take inclusion serious at the same time, it must be on equal footing.” Gregory Okonofua, Nigerian volunteer with Voluntary Service Overseas (VSO) International

The above statement from Gregory Okonofua, a Nigerian volunteer, points out that communities in fragile contexts can only be supported effectively through volunteerism if international and national volunteers and partners work together collaboratively and build on each other’s capacity. Forum research on the interface between national and international volunteering confirms: “Approaches that promote partnerships within which volunteering takes place have a greater chance of engaging with local volunteer infrastructures, particularly because they focus on strengthening institutional connections and on operating volunteer programs collaboratively.”⁶⁰ Concrete initiatives that have proven to build capacity successfully are distance mentoring, e-volunteering, and workshops. According to VSO International, research and in-country placements, however, remain the most relevant way to capacity development of local organizations.⁶¹ Projects of the Australian and Japanese governments exemplify this. Both implemented initiatives that are based on cooperation between international and national volunteers to provide disaster relief and to mitigate climate change risks in the Philippines. These projects have led to significant outcomes, especially the transfer of knowledge on ways to recover from disaster events and to better prepare for them given the local realities.



Communities in fragile contexts can only be supported effectively through volunteerism if international and national volunteers and partners work together collaboratively and build on each other’s capacity.

Supporting Disaster Relief and Mitigating Climate Change in the Philippines

The Innovative Approach of the Projects of Scope Global and the Japan International Cooperation Agency

In November 2013, Typhoon Haiyan struck the Philippines, leaving a huge area of devastation and affecting around 12 million people. A small, but important, part of the Australian government's \$41 million AUD emergency relief and recovery response following Haiyan was the deployment of a team of Australian Volunteers for International Development (AVID), a program implemented by Scope Global. In close collaboration with the local partners at the Department of the Interior and Local Government (DILG), the volunteer team developed the "Build Back Better Operations Manual". Based on existing local codes and guidelines, the manual strengthened the local community's practices and processes in disaster management and is now being rolled out by DILG central, regional and municipal staff in the affected regions. This 'team volunteering model' represents an innovative response to a specific humanitarian situation that—among others—required the diverse and yet complimentary skills of engineers, architects, urban planners, construction managers, and communications specialists. To make it work, the team and local partners need to have a unified understanding of the work, objectives and conditions. The 'team volunteering model' is now being implemented by the AVID program in other countries and contexts. Simona Achitei, Senior Manager of Scope Global's Volunteer Program, believes that team volunteering

has the potential to successfully address complex humanitarian and development challenges in the Indo-Pacific and elsewhere.

The Disaster Risk Reduction and Management (DRRM) team of the Japan International Cooperation Agency (JICA) has also taken active steps to integrate international volunteers into local projects in the Philippines.

Japanese volunteers, since 2013, have worked in the Philippines to mitigate climate change risk, e.g. in community and policy development projects. The approach starts at the individual volunteer level: information on DRRM assistance conducted by the national government is shared with each volunteer. The volunteers then adapt the information to the local realities; this strengthens the delivery of DRRM initiatives locally and increases disaster resilience at the community level. All initiatives that are being undertaken with volunteers are in line with JICA's overarching approach to develop projects only in compliance with the SDGs, the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement on the 21st session of the Conference of Parties (COP21) of the United Nations Framework Convention on Climate Change (UNFCCC). ■

The examples show that volunteerism is about more than the direct outcome of a project. It is about capacity development that leads to sustainable projects. Further, when capacity development is at the heart of volunteering initiatives, volunteering can generate impact on the community level. This is because the volunteer transfers skills to the local partner who is then enabled to support a larger group of people. This multiplier effect is an important example of the social dimension of volunteerism. The projects of the Nepal Friendship Society are good examples. The organization promotes education, empowerment, and ownership by training local volunteers to create public awareness for environmental issues of national scale.



Volunteerism is about more than the direct outcome of a project. It is about capacity development that leads to sustainable projects.

National Volunteering and Its Social Impact

The Environmental Projects of the Nepal Friendship Society

The Nepal Friendship Society's vision is to generate this kind of social impact through large-scale national volunteering. One of the biggest environmental problems in Nepal is the limited waste infrastructure and the resulting illegal waste dumping practices. The Society has started several activities with large numbers of local volunteers to promote environment conservation, such as a clean-up program, a 'Say No to Plastic Bags' campaign, trainings on composting, and an education program for school children. By involving mostly young people as volunteers, the Society helps ensure that community members learn to take responsibility for their environment from an early age.

Achievements:

- ▶ More than one thousand national volunteers annually participate in the projects of the Nepal Friendship Society. Through collective national volunteering the community takes ownership and is empowered to protect their environment.
- ▶ The organization trains more than 400 women and 700 children and youths per year. They carry on the knowledge into their families and thus act as multipliers – raising public awareness of environmental issues in Nepal.
- ▶ By educating and empowering the national volunteers and the community, the community's and the environment's resilience are strengthened.

Another impactful example of the described multiplier effect through capacity development is the national volunteer program of CUSO International in Colombia. The organization cooperates with local partner organizations to leverage the skills of international volunteers. It does so by placing volunteers with local partners that then train other local counterparts. This ensures that all local partners use CUSO International's methodology to implement, manage, monitor, and evaluate volunteer programs moving forward.

The devastating earthquake in Nepal in April 2015 that resulted in more than 8,000 fatalities and displaced more than half a million people provides another example. Recovery efforts relied heavily on cooperation among national and international volunteers. VSO International, for example, set up an initiative with Unitera that helped spur economic development by sharing skills among international and national volunteers in the post-earthquake recovery phase. Especially in fragile contexts, volunteering, to have an impact, needs to take place at the local level but be inter-linked in an inclusive way with national initiatives.

The 15th Development Policy Report of the German Federal Government therefore states that “with the adoption of 2030 Agenda all states have committed themselves to fostering inclusive, participatory and representative decision-making processes at all level.”⁶²

In conclusion, international volunteering interventions can only be sustainable if local communities are actively involved. Integrated project planning processes, discussions among involved stakeholders, as well as capacity development represent effective ways of implementation. Strong training ensures ownership and rollout of lessons learned from international volunteers among local stakeholders. The Resilience Learning Initiative that is explained in chapter 2.3.1 showcases in more detail how capacity development can be integrated into the project cycle when planning projects in fragile contexts.

Capacity development does not only ensure that projects are better coordinated and effectively implemented by partner organization, it also enables the volunteers to become ‘agents of change’ that transfer their knowledge to their community. This is the mainstay of the following sub-chapter.

2.2.2 Empowering Marginalized Groups to Become Community 'Agents of Change'

In the article *Agents of Change: Recognizing the Role of Volunteer Action in Sustainable Development*, VSO International highlights that community action through volunteering allows people to gain skills, find their voice, act on the issues that most affect them, and increase their ownership over how their community changes.⁶³ Especially in fragile contexts, the role of community action that results from the work of local change agents is crucial. It empowers members of the community that are excluded from important participatory processes to take an active role in community development.

Women and youth are defined as marginalized in fragile contexts. The following volunteering projects exemplify how women and youth can be empowered to take an active role to increase the resilience of their communities. Palestine Vision provides a high impact example of how volunteerism can help empower youth and strengthen fragile communities. The organization encourages young Palestinians from marginalized communities in the West Bank to join youth-led community development projects that help foster social leadership. The project showcases that volunteerism can help local communities become more resilient in coping with the difficulties of daily life.



Especially in fragile contexts, the role of community action that results from the work of local change agents is crucial. It empowers members of the community that are excluded from important participatory processes to take an active role in community development.

Strengthening Fragile Communities

Palestine Vision Works to Empowering Youth

Education and youth employment initiatives can contribute to the development of peaceful and secure environments. Palestine Vision (PalVision) aims to achieve just that.

Palestine youth (15–29 years) make up 30 percent of the population but are largely excluded from decision-making processes. PalVision provides channels for self-expression, including training workshops and community service programs that build leadership skills and strengthen self-esteem to become positive change agents in their communities.

The organization applies a sensitive approach that integrates youths from different geographical areas, age groups, genders, and socio-economic backgrounds. A particular focus is the empowerment of young women and the facilitation of dialogue and exchange with international youth. PalVision is independent from political positions—conceiving, instead, of a democratic future in which Palestinian youth work to improve and to advance their society.

Achievements:

- ▶ Established in 1998, PalVision now comprises a grass-roots membership of over 600 volunteers.
- ▶ Other positive outcomes for youth are an increased self-awareness, -esteem, and -efficacy; a feeling of greater connectedness with peers and stronger belonging to their communities; and strengthened engagement as active citizens.
- ▶ Youth is engaged on a policy level at a young age strengthening their sense of belonging to their communities.
- ▶ Youth contribute to addressing problems and finding solutions in their communities.

PalVision is partner of GIZ in the program 'Strengthening civil society-organizations in the Palestinian territories' which has a strong volunteer-based approach in regard to local partners and well as the assignment of numerous development workers. ■

Another example is the United Network of Young Peace Builders that reaches out to young people, especially those that are marginalized because they are not educated and live on the streets. It aims to transform these young people into agents of change that counter violence. So far, over 100,000 young people both in Cameroon and abroad have been empowered through face-to-face training and the use of mass media and online advocacy.

Young Peace Builders in Cameroon

From Agents of Violence to Agents of Peace and Change

The United Network of Young Peace Builders is a global network connecting 70 youth peace organizations across 45 countries, strengthening sustainable youth-driven peace building. The organizations are united around the vision of a world free from violence in which young people play an active role in contributing to peace.

Local Youth Corner Cameroon is a youth-led, non-governmental organization that works to promote youth empowerment, inclusion, and participation in policy-making and development processes. Its national coordinator, Achaleke Christian Leke, who was born and raised in a commu-

nity renowned for youth involvement in violent extremist tendencies in Cameroon, succeeded in transforming from an agent of violence to an ambassador of peace and change. He is now championing youth action for peace and countering violent extremism in Cameroon—reaching out to young people who are not educated, living on the streets, and confronted with violence.

Achaleke Christian Leke believes that young people are at the forefront of peace building and that their energy needs to be channeled into volunteering programs. ■

Using sport as a tool for sustainable development and peace building is another strategic approach to empower children and youth to become local agents of change. This innovative approach to volunteerism is highlighted in sub-chapter 2.2.3.2 (see page 39).

CUSO International goes one step further and shows that strengthening civil society by empowering marginalized groups not only helps foster social inclusion but also spurs economic development. The organization's VOICE (Volunteer for International Cooperation and Empowerment) project in Cameroon exemplifies this. In remote rural areas of the country, international volunteers help women and indigenous farmers express their concerns and demand better living conditions from local government councils. This empowers and enables them to get out of marginalization. At the same time, international volunteers support them in structuring their business activities. The resulting enhanced participation and better business operations have improved production and increased revenues.

Organizations dedicated to implementing sustainable development projects need to reach out to marginalized groups in local communities when designing initiatives in fragile countries. Empowering marginalized group is key to building communities that are aware of the global risks that can affect their livelihoods and are able to find ways to address them. VSO International points out that “at its best, this improves governance and ensures that decision-makers are held to account for their action.”⁶⁴ The strategic empowerment of marginalized groups is therefore key to achieving the political progress described in chapter 2.1. It has to, however, be interlinked with the other policy and strategic actions outlined in this publication to develop its full impact.

Overall, all IVCOs can learn from these examples. It can help them deepen their understanding of priority areas of work and enable them to specialize more. Ultimately, this can help IVCOs design volunteering projects and deployments.

2.2.3 Fostering Innovation to Widen Volunteer Engagement and Address Global Changes

“Innovative volunteering approaches and partnerships are an essential ingredient for the achievement of the Sustainable Development Goals.” Kylee Bates, former World President of the International Association for Volunteer Effort

As the quote from Kylee Bates, former World President of the International Association for Volunteer Effort, points out, future-oriented volunteering approaches and partnerships are needed under the increasingly difficult conditions the world is facing. GIZ acknowledges that “decision-makers today must think, act and lead on a global scale. Systemic thinking, cooperation and innovation have never been more important than in today’s interdependent world.”⁶⁵ By involving volunteers and stakeholders in new and innovative ways, IVCOs can contribute to building capacity locally and to increasing the resilience of communities.



Future-oriented volunteering approaches and partnerships are needed under the increasingly difficult conditions the world is facing.

The theme is not new to IVCOs. Unsurprisingly, a multitude of innovative volunteering projects were presented at IVCO 2016 from which three approaches to future-oriented volunteerism emerged:

- ▶ Inclusiveness to develop projects that integrate all parts of society and thus widen volunteer engagement;
- ▶ Ideas to identify project solutions that adapt best to the changing development context; and
- ▶ Partnerships to reach out to new stakeholders, such as the private sector, and transfer knowledge and skills.

This sub-chapter highlights examples that apply to these approaches.

2.2.3.1 Projects that Focus on Inclusiveness

One remarkable initiative highlighted at IVCO 2016 was the work of the Senior Expert Service. It aims to make volunteering more inclusive by leveraging the knowledge of retired professionals.

The Great Potential of Senior Experts

Leveraging the Skills and Motivation of Retired Professionals to Create Impact

The Senior Expert Service (SES) sees demographic change as an opportunity to actively bring the great potential of retired, skilled volunteers into society. As advisors, retired professionals pass on their skills, knowledge, and experience to others within Germany, in developing countries, and in emerging economies. The experts offer practical support and trainings to specialized workers and management staff, thereby contributing to sustainable economic and social development.

The duration of these honorary assignments ranges from three to six weeks; in exceptional cases, it can run up to six months. The work of SES is demand- and needs-oriented, complying with clients’ goals and following the principle of ‘helping others to help themselves.’

Achievements:

- ▶ Since 1983 SES has carried out over 35,000 assignments in more than 160 countries. The 10,000 senior experts cover more than 50 sectors of industry.
- ▶ By supporting societal, economic, and social development, living standards are raised and resilience is increased in the placement communities.

Susanne Nonnen has been leading the organization since 1996. She believes that “retired volunteers create positive impact because they have extensive professional experience and are highly motivated. Experts are recognized positively also because they carry the image of an active senior.” ■

Scope Global's innovative and inclusive volunteer projects with people with disabilities are unique and mutually beneficial: Volunteers grow both personally and professionally while at the same time empowering and transferring skills to people with disabilities. This helps strengthen local skills, and boosts social and sustainable economic development.

Including People with Disabilities in Volunteer Programs

Creating Positive Change and Breaking Down Barriers through Empowerment

Who would be better suited to understand and support people with disabilities in developing countries than peers with disabilities? Scope Global, a specialist project management organization delivering international development and international education programs throughout Asia and the Pacific, has put this realization into practice. The Australian Volunteers for International Development (AVID), an Australian Government initiative, implemented by Scope Global, encourages people with disabilities to apply for volunteering assignments. Following the notion of 'nothing about us, without us' individualized support plans and risk matrices for each volunteer with a disability are developed to ensure the quality and safety of their placement. Simona Achitei has been managing and implementing the AVID program for the past four years. In strengthening disability-inclusive development she sees the "possibility to empower people with disabilities, improve equality and reduce poverty."

Achievements:

- ▶ Volunteers with disabilities help improve the lives of people with disabilities in their placement countries: they share knowledge on creating more accessible communities, exchange skills, and build capacity. They also help break down attitudinal barriers than exist in the local context by modeling what people with disabilities are capable of achieving.
- ▶ Volunteers with disabilities grow personally and professionally. They gain confidence and some find that new career opportunities open to them after their placement.
- ▶ The personal resilience of volunteers with disabilities, as well as the resilience of people with disabilities and their communities in developing countries, is strengthened.

For Simona Achitei disability-inclusive development is not only inspirational but a concrete and innovative example of positive change. For her, "there is no way backwards, only forward!" ■



The Senior Expert Service that is based in Germany aims at leveraging the skills of retired professionals to create impact.



'Nothing about us, without us': Scope Global of Australia encourages people with disabilities to apply for volunteering assignments.

2.2.3.2 Projects that Focus on Integrative Ideas

For IVCOs, innovation goes beyond the recruitment and inclusion of new and previously marginalized groups. It is about shifting the boundaries of what seems possible. The example of Scope Global showed this. GIZ's Sport for Development Program is another innovative approach.

CUSO International's VOICE project that was outlined in chapter 2.2.2 (see page 36) is another example of projects that shift existing paradigms through new ideas. It shows that volunteerism interventions can lead to economic outcomes when civil society is empowered.

Sport for Development

Increasing the Self-Confidence of Children and Youth to Build Community Resilience

Sport is not only about sport, but about values, fairness, tolerance, and responsibility. It can boost self-esteem and self-confidence, raise awareness, and help integrate people socially and economically. Sport can deliver life skills that help young people deal with difficult circumstances and shape their own futures. Being deeply rooted in all levels of society, sport brings people together and therefore contributes to community resilience building. Women sport teachers, for example, can positively impact girls.

Gerald Guskowski, former head of the Sport for Development program at GIZ, points out that "sport is an important tool to achieve the SDGs." The program engages, among others, volunteers as youth trainers, linking physical activity with

developmental agendas. In doing so, children and youth are being educated, e.g. in the areas of health, prevention of violence, hygiene, gender equality, social inclusion, and environmental topics.

Achievements:

- ▶ Methodologies and innovative training concepts and materials on how to educate young people through sport have been developed and integrated into existing sport and development programs.
- ▶ Girls and boys taking part in program activities learn how to put down anti-social, violent, and discriminatory behavior, gain self-confidence, and see themselves as role models and multipliers.



Bend it like Beckham: Sport can deliver life skills that help young people deal with difficult environments. This philosophy is at the heart of the GIZ programme Sports For Development.

2.2.3.3 Projects that Focus on New Partnerships Models

Volunteer-involving organizations are keen on innovating through new partnerships, as UNV's Online Volunteering example highlights. It allows organizations and volunteers to team up to address sustainable development challenges via the Internet—anywhere in the world, from any device.

Online Volunteering

Contributing to Development by Creating Opportunities for all Members of Society

Online volunteering makes volunteerism more accessible for all members of society and offers diverse tasks: assignments in teaching and training, project development and management, leadership and strategy, technology development, writing and editing, research, and many other areas. UNV's Online Volunteer (OV) service is pioneering this initiative and has designed a process to ensure quality standards.

Interested non-profit organizations register online with this free service; the UNV program reviews and approves their application, and publishes the volunteering opportunities; volunteers apply and the organization selects the people they would like to involve. During the online collaboration, the UNV program provides advice in online volunteer management. Elise Bouvet, manager of the Online Volunteering service, points out: "The tools to manage online volunteers are available on the website. All organizations need to do is provide opportunity descriptions explaining what they need from online volunteers. Our dedicated team is available online to provide guidance and support. It's that simple. Organizations retain the power of choice, while online volunteers themselves find a world of opportunities to advance the SDGs."

Achievements:

- ▶ Volunteering is facilitated, leading to increased engagement and an online volunteering boom: Organizations registered with onlinevolunteering.org can access a global pool of 500,000 skilled volunteers. 12,000 UN Online Volunteers are mobilized per year: 60 percent are from developing countries, 60 percent are women, and two percent are people with disabilities. There are 187 countries engaged in online volunteering.
- ▶ Online volunteering is simple, universal, and most of all, very effective: 94 percent of organizations and volunteers engaged in online volunteering through UNV are satisfied with the results.

UN Online Volunteer Slawosz Fliegner, a German Business Administration graduate with a professional record in investment banking and consulting, who wrote a report about the business environment in Sierra Leone while he was living in Singapore, comments: "Online volunteering gives me the ability to contribute, as opposed to simply donate. Contribution is a team effort and a form of dialogue, which allows you to help in solving a problem. By volunteering online, I can go beyond the notion of charity and work on a project to the best of my abilities to create social impact. My efforts are guided by the organization, which understands the actual needs and challenges and thus is in a position to maximize the benefits from the project." The impact goes beyond the online assignment: Many online volunteers move to taking ownership locally, contributing to development and resilience building in their own communities. ■

Given the accommodating nature of new technologies, online volunteering has widened engagement. In particular, online volunteering offers the private sector a contemporary and modern tool to demonstrate corporate social responsibility, allowing employees to connect with a social cause from wherever they are and to contribute to tackling global challenges while pursuing a demanding career.⁶⁶

Realized Worth, a global consulting firm, provides another example of innovation in volunteering by addressing the private sector. The organization engages employees in corporate volunteering to increase their awareness of social issues and societal needs.

Building Community Resilience through Empathy

The Corporate Volunteering Approach of Realized Worth

Volunteerism achieves more impact than simply the services it aims to deliver. The global consulting firm Realized Worth engages employees in corporate volunteering and giving programs, believing resilience can be created at the employee, company, and community levels. The hypothesis put forth is that divisions within society endanger the resilience of communities. Corporate volunteerism offers a mechanism to increase proximity between different social groupings, developing increased empathy in employees, which has been found to increase effectiveness and resilience of the employees and the company overall. Breaking down divisions within society and building societal resilience is integral to achieving the SDGs. The goal of Realized Worth is to equip companies to develop their employees into leaders whose decision-making is influenced by their exposure to social issues and societal needs.

Achievements:

- ▶ Realized Worth has developed the global initiative IMPACT 2030, a private sector-led initiative to mobilize employees globally to contribute to the achievement of the SDGs.
- ▶ The consulting firm has contributed to engagement and leadership development of its clients' employees, including: Adobe, Apple, Genentech, McDonald's, Microsoft, and Walmart.
- ▶ Realized Worth is exploring ways to place resilience in Corporate Social Responsibility (CSR) initiatives.

Christine Foster, Director of Project Management and Global Initiatives at Realized Worth, believes that it is most important for companies to understand there can be a return of value, a Human Resources benefit, and employee benefit if corporate volunteering programs are offered. ■

Such private sector partnerships as Realized Worth are becoming more important for IVCOs. Realized Worth was co-founded by IMPACT 2030, a global private sector-led collaboration that mobilizes employee volunteers to advance the achievement of the SDGs. UNV collaborates with the United Nations Global Compact, the world's largest corporate sustainability initiative.

The private sector has corporate practices and processes that can help leverage volunteerism in new ways and build capacity. VSO International, for example, works with the private sector at all levels. In Bangladesh, the organization engages international senior-level volunteers from the private sector on short-term assignments. Working with VSO International's local partners, the volunteers help smallholder farmers to better cope with the adverse effects of climate change, limited land availability, and poor access to markets, for example by making local supply chains more effective.⁶⁷ In turn, volunteerism has become more interesting for the private sector as it represents a new platform to implement projects.

All examples encourage multi-sector partnerships. These can help increase the resilience of communities and leverage the SDGs, especially SDG 17 (see page 6). This SDG emphasizes the importance of inclusive partnerships built upon principles and values [of inclusion].

In conclusion, this chapter shows that IVCOs are emphasizing innovative approaches and partnerships in national and international volunteering. The described examples also highlight that IVCOs and international volunteers are in a good position to connect and to build networks that span multiple levels and sectors. They are leveraging new ideas in different ways, some by widening volunteer engagements, others by collaborating with new stakeholders.

Although not all approaches are new to GIZ and IVCOS, they still present initiatives that can help volunteer involving organizations reflect their existing programs and analyze whether they are resilient enough institutionally to contribute to the goals set out in the 2030 Agenda. Overall, changing existing paradigms—also institutionally—is key for innovation.

2.3. Examples of Instruments to Achieve Impact in Fragile Settings

Translating commitments to building resilience into good practice and impacts on the ground has proven to be challenging for IVCOs as much as for the international community.⁶⁸ One reason is the lack of effective instruments to implement the resilience concept. This sub-chapter points out selected instruments that help IVCOs integrate resilience into the project cycle and increase the well-being and safety of volunteers in fragile contexts.

2.3.1 Integrating Resilience into the Project Cycle: The Example of GIZ's Resilience Learning Initiative

The Resilience Learning Initiative (RLI) is an example of the importance that knowledge sharing can have on the development of successful initiatives that build resilience. It is a joint project of GIZ, German Red Cross, World Food Program, Welthungerhilfe, and Arbeiter-Samariter-Bund.⁶⁹ Together, the organizations developed an Operational Framework for Resilience Integration. It consists of four parts and outlines how organizations can incorporate a resilience approach into the project cycle.



The RLI is an example of the importance that knowledge sharing can have on the development of successful initiatives that build resilience.

Operational Framework for Resilience Integration (GIZ, 2016)

1. Defining Resilience:

Agree on a common understanding of resilience with stakeholders

2. Scooping Questions:

Define the project's resilience context using 5 simple questions

**Integrating a
resilience approach into
the project cycle**

3. Resilience Analysis Matrix:

Explore how to strengthen resilience-building capacities at different scales

4. Project Quality Principles:

Apply eight principles for good project management around the project cycle

The framework was developed in a series of dialogue workshops held over 18 months. The workshops were informed by field studies in Bangladesh, Haiti, and Madagascar that involved local operational teams and project beneficiaries. The framework clearly points out that defining the resilience context first is crucial. Five simple questions can help establish a common understanding of what resilience means to all stakeholders.

Framework for Resilience Integration–Element 2: Five Scoping Questions (GIZ, 2016)





Translating commitments to building resilience into impacts on the ground has proven to be challenging for IVCOs as much as for the international community.

According to the framework, another important step is identifying concrete actions that build resilience at the individual, household, community, state, and institutional level. Finally, the application of guiding principles helps ensure the success of resilience-building activities. In particular, analyze the political and economic context of the project; regularly measure set goals; and commit to overall learning, innovation, and flexibility.

The findings from the RLI provide an operational solution to what has already been outlined in this paper: Effective cooperation among project partners and volunteers is key to increasing the impact of project activities in resilience building. This has been confirmed by recent research: “The most impactful disaster risk management projects share analysis and results frameworks among stakeholders from the beginning.”⁷⁰ Partners in volunteerism might not always be able to share frameworks. Yet, keeping in mind that having operational frameworks in place helps increase project outcomes and measure impact should incentivize IVCOs wherever possible to invest in these resources.

2.3.2 Health and Security: Increasing Well-being and Ensuring Safety to Enable Volunteers to Work Effectively

Ultimately, to achieve impact in fragile settings, volunteers do not only need to work in partnership and under the guidance of relevant frameworks, they have to be prepared themselves to tackle the security challenges. Despite awareness of risks and investment in protective measures by IVCOs, conflict settings remain a major reason of concern for many volunteers. This is also due to the fact that development workers are increasingly becoming targets of extremist groups, especially if they are embedded directly in the communities. In Afghanistan and Iraq, for example, GIZ development workers currently cannot work directly in the community context. Also, volunteers often work in the onset of disaster events, and the impact of such situations on the individual volunteer can be tremendous.



Despite awareness of risks and investment in protective measures by IVCOs, conflict settings remain a major reason of concern for many volunteers.

Uniterra reported that in the aftermath of the devastating 2011 earthquake in Nepal, staff members and volunteers were traumatized when they witnessed its impact on the ground. The International Federation of Red Cross and Red Crescent Societies (IFRC) calls for more advocacy to effectively support structures that protect volunteers.

An additional example is the approach of the Consortium of German organizations implementing the ZFD (Civil Peace Service) program. The Consortium is even more keen on creating safe environments for volunteers. The organizations support projects aimed at non-violent conflict resolution in countries worldwide and second volunteers—development workers—to assist local partner organizations. To ensure the safety of volunteers, the ZFD-organizations carefully screen and employ candidates into long-term service. The ZFD organizations also conduct rigorous risk analysis of countries, ensure that clear health and safety regulations are in place, and provide individual coaching. The organizations do so in dialogue with local partners as they are more informed than international stakeholders about risks that can affect the well being of volunteers.

Beyond raising awareness of possible security threats and providing training for volunteers that join projects in fragile and conflict-affected environments, mental health support systems are very important for volunteers as well. Yet, in many organizations such systems are still lacking. An exception is GIZ with its psychosocial support unit COPE. COPE offers counseling and advice to GIZ staff and development workers on issues such as stress, burnout, conflict, violence, intercultural adaption, addiction, personal problems, family issues, mental disorders, and mental health.

In a changing global context characterized by fragility and by new and persisting conflicts, health and security measures are becoming more important for volunteers and sending organizations, as well as for their partner organizations and their counterparts. To this end, GIZ and other IVCOs are well advised to create high standards in health and security. Providing pre-deployment check-ups and sharing responsibilities between organizations, supervisors, volunteers, and host communities in emergency and crisis situations are just a few of the steps that can be taken. The consistent provision of medical evacuation and repatriation insurance is another one. These protective measures are worth the investment as they will in turn help volunteers to be more self-responsible and self-caring in assessing risks, preparing for emergency situations, and addressing health and security concerns with the host community and sending organizations. Ultimately, it enables volunteers to fully transfer their capacity in building resilience in fragile and conflict-affected environments.



Protective measures are worth the investment as they help volunteers to be more self-responsible and self-caring in assessing risks, preparing for emergency situations, and addressing health and security concerns with the host community and sending organizations.



3

Increasing the Resilience of Fragile Communities:
What Can IVCOs Learn from Recent Research
on the Impact of Volunteering for Development?

Chapter one outlined why the global development context is changing and underscored the importance of clearly defining the concept of resilience when aiming to achieve impact in fragile contexts. Chapter two gave an overview of concrete steps that IVCOs can take to help increase the resilience of communities. It also presented a GIZ framework for resilience integration that can guide the development of new and strengthen existing volunteering projects. The chapter also highlighted selected project examples and innovative volunteerism approaches that provide valuable lessons learned for IVCOs. Chapter three is based on an in-depth literature review of recent research on the impact of volunteering for development. The review brought the following key findings to the surface that IVCOs can apply to project design and implementation in fragile contexts.

Key finding 1: Projects need to be participatory and follow a bottom-up approach to reach the poorest and most marginalized

Recent VSO International research explores why and how volunteering contributes to poverty reduction and sustainable positive change.⁷¹ One of the core findings is that volunteering can be an effective mechanism for reaching the poorest and most marginalized. Programs, however, need to acknowledge the experiences of individuals most directly affected by poverty and marginalization.

If such approaches are taken volunteers can work in ways that are far more effective than more traditional approaches that impart expert knowledge. This is because volunteers can leverage their potential best when they are enabled to directly address the needs of communities. The research concretely shows the potential such embedded volunteers can have: they focus on relationship building and place the knowledge and the experiences of the poorest and most marginalized at the center of their work. Such an inclusive and participatory approach leads to capacity development that is meaningful and from the bottom-up. The research also clearly points out that participatory approaches positively affect the way volunteer activities are conducted. This supports community development in a unique way because it creates strong personal bonds and relationships that lead to a different kind of collaboration, one that is based on the mutual appreciation of each other's knowledge, skills and networks. These more informal relationships also help to build trust and enable solutions to be owned and sustained at the local level.

These findings are in line with the RLI presented in chapter two (see page 42) that puts a strong emphasis on defining the resilience context of a community from the beginning and in coordination with all stakeholders and different groups representing the community.

The VSO International research also highlights that this does not happen automatically because often volunteering organizations focus on working with established organizations that have strong accounting systems, for example, rather than small community-based organizations. The research finds that IVCOs have to actively and intentionally embed participatory research, iterative organizational learning and adaptive programming into their work to achieve impact in communities. It also highlights the need for long-term, sustained holistic work that explores ways to move from a very programmatic structure to one which is based on an understanding of local experiences and knowledge.⁷²



IVCOs need to actively and intentionally embed participatory research, iterative organizational learning and adaptive programming into their work to achieve impact in communities.

Key finding 2: Projects need to bring together different groups of society to multiply effectiveness and be sustainable in the long-run

A recent study commissioned by the Singapore International Foundation (SIF) looks at the added value of volunteering for sustainable development. Focusing on the healthcare sector, three primary aims related to partnerships are analysed: volunteer contributions to capacity



Volunteers can only positively impact the resilience of communities if they can form and enhance social capital through their work with different groups of society.

building, the distinctive value add of international volunteers, and the role of international volunteers as partners for sustainable development. The findings of the study provide further evidence that IVCOs and international volunteers have a comparative advantage in their collective pursuit to meet the needs of vulnerable segments of the population.⁷³ The study *The Interface between National and International Volunteering and the Implications for IVCOs (in a Universal Global Goals World)*⁷⁴ was already highlighted in chapter two (see page 32). It finds that successful projects bring together different forms of volunteering and focus on having a good volunteer infrastructure in place from the start. Such an approach offers opportunities for IVCOs to develop volunteering models that help build resilience amongst communities. This finding is confirmed by the results of current (unpublished) research of Tohoku University, Japan, and the JICA Research Institute on the kinds of change that volunteers can bring to development. The research points out that volunteers can only positively impact the resilience of communities if they can form and enhance social capital through their work with different groups of society. Here social capital is defined as social networks and mutual trust that promote cooperative activities in communities and workplaces. The study recommends IVCOs to focus on guiding volunteers in their assignments and on creating structures that effectively connect them to communities, other national volunteers, volunteer coordinators, and IVCOs' local offices.



Volunteers can only positively impact the resilience of communities if they can form and enhance social capital through their work with different groups of society.

Key Finding 3: Projects need to have an impact measurement angle with indicators that are comparable among IVCOs

Overall, and especially since the introduction of the SDGs, research on the impact of volunteering has become crucial for IVCOs. Given that the international community agreed to scale up sustainability initiatives, IVCOs have put a stronger focus on empirically proving that volunteerism has impact, especially in areas that relate to the SDGs. IVCOs that aim to contribute to the achievement of the SDGs therefore need to ensure that volunteerism projects and deployments not only take recent research findings on the impact of volunteering for development into account, they also need to ensure projects have a measurement mechanism that shows how the project achieves impact. To be fully effective, each volunteer assignment needs to have an impact measurement angle, ideally with a set of key indicators that would be the same for all IVCO projects. This ensures comparability and joint impact



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analysis. The UN Plan of Action that was highlighted in Chapter two confirms this. Among others, it calls for the development of qualitative indicators to truly measure achievements for the most vulnerable populations and urges IVCOs to scale up statistical and research capacities (see page 28). This brings us to the next key finding.

Key Finding 4: Projects need to address the lessons learned from existing global research on the impact of volunteering for development

Overall, research on the impact of volunteering remains a challenge. Yet, key findings like the ones presented in this chapter have been found. IVCOs now need to take active steps to share this knowledge globally and ensure it is applied when new volunteerism for development projects and deployments are being designed.

Key Finding 5: IVCOs need to work together collaboratively to strengthen the Global Research and Impact Measurement Agenda

The studies presented in this chapter are a fraction of the lessons learned that IVCOs have already obtained from their own impact measurement and research efforts. Yet, still lacking is a clear knowledge management of global scale that IVCOs can use to share lessons learned more broadly. In the research paper *Why measure and for whose benefit?*⁷⁵ Cliff Allum, Chair of Forum's Global Research Working Group at IVCO 2016, therefore urges Forum members and other IVCOs to:

- ▶ Strengthen the Global Research Agenda on Volunteering for Peace and Sustainable Development 2015–25. This initiative, first presented at IVCO 2015 in Tokyo, Japan, aims “to develop a rigorous body of global multi-disciplinary knowledge to better understand and inform the practice and contributions of volunteering to sustainable development, based on a global volunteer research agenda based on the values of participation, collaboration and partnership.”⁷⁶
- ▶ Encourage collaboration between IVCOs and academics;
- ▶ Promote the findings of crossover work in academic and practitioner literature; and
- ▶ Scale-up support for research activity in general, but specifically for research that addresses issues of measurement focused on the experiences of communities in which volunteers are placed.

Allum points out that the lack of evidence-based theoretical models can lead to contradictory objectives and to programs that do not satisfy stakeholder expectations.

Moving-forward it is therefore key for IVCOs to share lessons learned globally to ensure projects can be designed that address the changing global development outlined in chapter one and contribute to the 2030 Agenda.



The lack of evidence-based theoretical models can lead to contradictory objectives and to programs that do not satisfy stakeholder expectations.



Conclusion

4

This paper shows that national and international volunteers are a crucial resource to create lasting change in fragile contexts because they work at the grassroots level and from the bottom-up. It also highlights that the international community is increasingly working with civil society and local partners to cope with fragility and achieve the SDGs. The paper outlines concrete actions that IVCOs can take to leverage this changing global development context and to increase the resilience of communities. It also presents evidence from research on the impact of volunteering for development that IVCOs can apply to projects.

Throughout the paper theoretical knowledge is emphasized, such as the RLI (see page 42), which puts a strong emphasis on defining the resilience context of a community from the beginning, in coordination with all stakeholders. This knowledge can be adapted by IVCOs to create frameworks and guidance documents for volunteering projects and deployments in fragile contexts. The theoretical knowledge is complemented by a multitude of project examples that are recent and of relevance to the work of IVCOs in fragile contexts. Innovative approaches to volunteerism are given particular attention because they reflect IVCOs commitment to finding new ways to strengthen civil society. The examples make clear that IVCOs are keen on evolving existing volunteerism paradigms, widening volunteer engagement, and developing innovative and sustainable partnerships models.

Throughout the document, the work of GIZ is a special focus, especially its development workers. They advise regional governmental institutions and civil society organizations around the globe. As their deployments are embedded in the multi-level approach of GIZ, they are strongly contributing to the work of GIZ and its impact in the field, the mandate of BMZ, and the SDGs.

It was important for the GIZ Development Workers Section to translate the lessons learned from IVCO 2016 and the findings of this paper into concrete orientations (see Policy Messages on page 15 and Recommendations on page 53) that can help GIZ strengthen its development workers program. Those findings can also guide other IVCOs in forming policy documents to better advocate for volunteering projects and deployments, in fragile contexts and beyond.

The IVCO conference in 2016 and this paper hope to foster more openness and to impart learning from successes and failures through clear knowledge management and sharing. This paper and the 'Bonn Call for Action' (see Annex I), signed by a multitude of IVCOs (see list of signatories) following IVCO 2016, show that active steps in this direction are already being taken.



National and international volunteers are a crucial resource to create lasting change in fragile contexts because they work at the grassroots level and from the bottom-up



The international community is increasingly working with civil society and local partners to cope with fragility and achieve the SDGs.

The Bonn Call to Action: Key Aspects

- Volunteers are uniquely positioned to reach out to marginalized, vulnerable people, and fragile communities. Volunteers can support building resilience and creating ownership of sustainable people-centered development interventions.
- IVCOs are individually and collectively committed to achieving the SDGs in order to eliminate poverty and inequality by 2030.
- IVCOs commit to continuing to work together, strengthening their diverse contributions, demonstrating accountability, and achieving greater visibility, recognition, and resourcing of volunteering.



138 delegates from organizations engaged in national and international volunteering around the world translated the key findings of the 2016 IVCO Conference into the Bonn Call to Action.

The ‘Bonn Call of Action’ as a unique outcome document of IVCO 2016 stated: “The Bonn Conference demonstrated the power of volunteerism in strengthening individual and community resilience in order to adapt to change, build back better, and to achieve sustainable development. IVCOs therefore call on local and national governments, the High-level Political Forum of the United Nations, and other major stakeholders to make volunteerism key to the achievement of the SDGs.”⁷⁷ BMZ confirms this: “The more unstable the starting conditions, the greater the flexibility with which development policy must deploy its instruments and cooperate outside state structures with grassroots non-governmental organizations and church development agencies.”⁷⁸

This positive collective action is key to creating momentum for volunteerism interventions that aim to strengthen civil society, especially in fragile states. As already mentioned, this is because the achievement of the 2030 Agenda depends strongly on the actions of all members of society.

While this document is a starting point for action for IVCOs and GIZ, volunteer-involving organizations need to work together to leverage the findings effectively and identify further valuable lessons learned that could not be captured. The sharing of project examples that had an impact, the development of global research goals, and the creation of resilience frameworks that focus on volunteerism and can be applied more broadly are key steps in this direction.



This positive collective action is key to creating momentum for volunteerism interventions that aim to strengthen civil society, especially in fragile states.

Looking Ahead: Recommendations for GIZ

1.

In order to increase the resilience of communities and address fragile contexts, GIZ needs to:

- ▶ **Further highlight the topic of resilience**, in particular, its definition, its operational context, its importance for local communities and development programming; and
- ▶ **Strengthen the position and the action of development workers in that field.**

By integrating the resilience theme in all of our programs, GIZ together with its partners and relevant stakeholders, will have the **unique opportunity to increase the impact and sustainability of development interventions.**

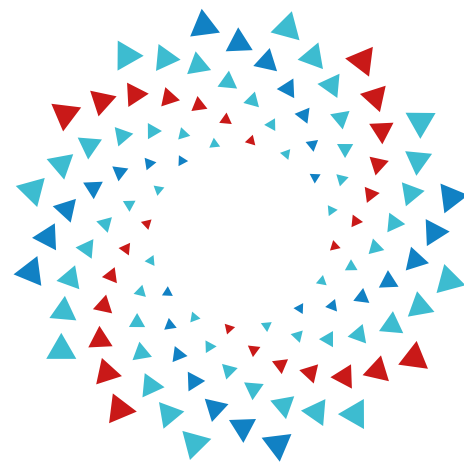
GIZ has already been very active in pursuing this objective and has developed a resilience framework that is presented in this publication (see page 42). This path needs be further pursued in order to:

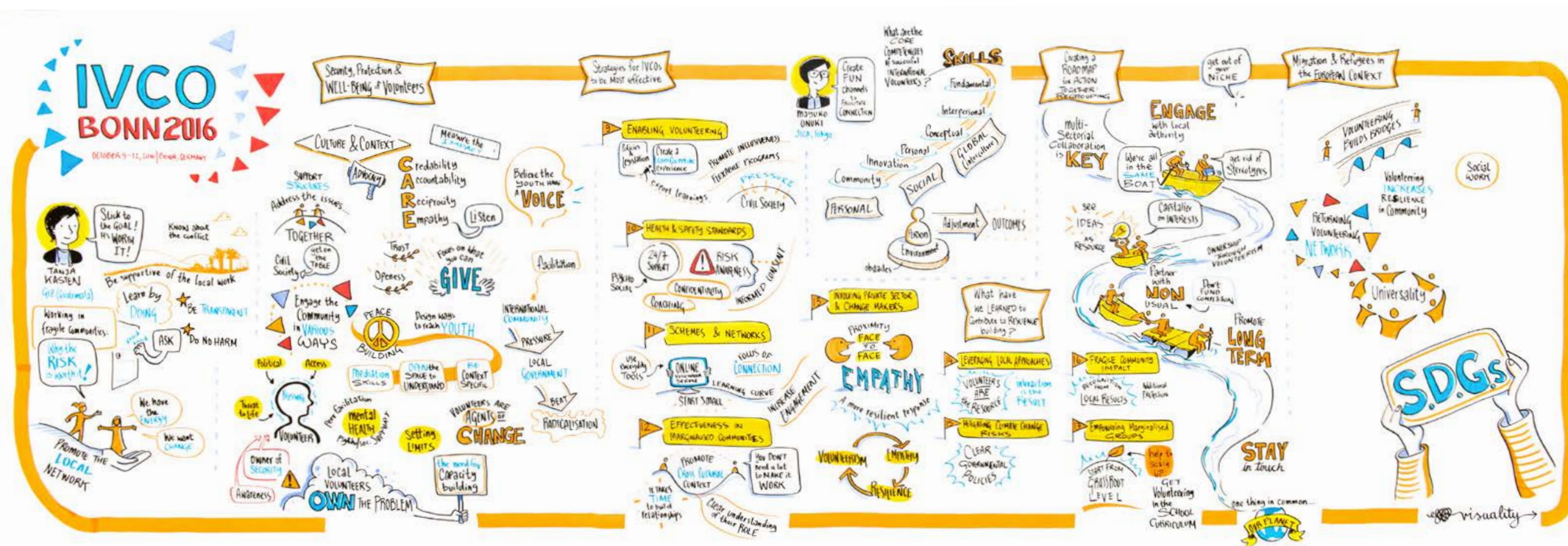
- ▶ **Examine all aspects of resilience**, especially those which define and enrich the actions of the development workers with their partners;
- ▶ **Incorporate the notion of resilience as the capacity to produce change** and to build the conditions which allow those changes to happen, from the bottom-up;
- ▶ **Further develop the concept of institutional resilience** as a clear topic of resilience building and strengthening strategies, eventually as a cross-cutting theme; and
- ▶ **Familiarize and train development works in their role as change agents** before their assignments.

2.

In order to fully leverage the potential of GIZ in contributing to the **2030 Agenda**, GIZ development works have to be institutionally prepared to work in today's development context. They can only achieve impact in fragile contexts when they are resilient themselves. First and foremost, **the role of volunteers needs to be strengthened within GIZ. The development workers contribution to the achievement of the SDGs needs to be emphasized and communicated.** SDGs 16 and 17 (see page 6) are good starting points because they are priority SDGs for GIZ and other IVCOs as this publication has pointed out in chapter two and three. The role GIZ development workers play in supporting the achievement of these goals and the impact it has on resilience strengthening in communities needs to be highlighted as well.

- 3.** In order to foster resilience within communities, **programs need to be developed that integrate resilience into the project cycle.** Experienced development workers can act as relevant resources in program development and implementation.
- 4.** In order to support institutions and to bring about structural change in fragile contexts, **GIZ development workers need to be increasingly placed in programs that work with civil society organizations in order to address the policy and strategic actions that have been described in this paper.**
- 5.** In order to find, develop, and implement innovative approaches to the deployment of development workers, GIZ needs to strengthen its strong collaboration with Forum and IVCOs and **increase collaboration with local volunteering actions. Actively contributing to the UN Plan of Action is another important step GIZ needs to take** in this direction. It ensures that the findings of this paper can be leveraged at the global level and helps better streamline volunteering initiatives in the long-run.
- 6.** In order to help strengthen impact measurement, **GIZ needs to further spur its support for global research and corporate initiatives that ensure GIZs readiness to measure the impact of volunteering in its own development programs. Especially, GIZ, within the cooperation built with UNV and Forum IVCOs, needs to actively contribute to the UN Plan of Action that calls for the creation of measurement activities that highlight the contribution of volunteerism to the achievement of the SDGs.**
- 7.** **GIZ also needs to support the implementation of the Bonn Call for Action**—a unique outcome of IVCO 2016 that aims to foster collaboration among volunteer sending organizations. Beyond that, the assignment of development workers and the benefits they yield for development programs need to be further capitalized within GIZ.





'Increasing the Resilience of Communities through Volunteering' - Graphic Recording of Day 2 of IVCO 2016 by Artist Christopher Malapitan

Annex 1:

Bonn Call to Action

Representatives of organizations engaged in volunteering at home and across borders met in Bonn on 9th–12th October 2016 for the annual conference of the International Forum for Volunteering in Development, focusing on the theme *Increasing Resilience of Communities through Volunteering*. Representing civil society, government agencies, UN bodies, academia, and the private sector, Forum members work in partnership for a more just and sustainable world.

Volunteers and volunteer organizations are essential to people-centered development and vibrant, resilient communities. Acting alongside local and national governments, multi-lateral agencies, and the private sector, volunteers of all ages build capacity and active citizenship.

Volunteers are uniquely positioned to reach out to marginalized, vulnerable people and fragile communities, supporting them to build their resilience and ownership of sustainable people-centered development interventions.

We are individually and collectively committed to achieving the Sustainable Development Goals in order to eliminate poverty and inequality by 2030. We recognize that communities must be at the center of their own development, and that women and young people must be fully engaged.

We commit to continuing to work together, strengthening our diverse contributions, demonstrating accountability, and achieving greater visibility, recognition, and resourcing of volunteering.

We also commit to:

- ▶ Measuring and documenting the individual and collective contribution of volunteerism.
- ▶ Demonstrating the value of volunteering as a powerful and crosscutting means of achieving the SDGs.
- ▶ Building and strengthening volunteer partnerships and practice.
- ▶ Contributing to the United Nations' plan of action for integrating volunteering into peace and development.

The Bonn conference demonstrated the power of volunteerism in strengthening individual and community resilience in order to adapt to change, build back better, and so achieve sustainable development.

We therefore call on local and national governments, the High-level Political Forum of the United Nations, and other major stakeholders to make volunteerism key to the achievement of the SDGs.

To strengthen our collective actions, Forum invites organizations in all sectors to endorse this declaration and support this Call to Action.

See the list of signatories to the Bonn Call to Action here:

<http://forum-ids.org/news/bonn-call-to-action-signatories/>

Thank you to all participants of the IVCO 2016 conference in Bonn, Germany.



Organizers and participants of IVCO 2016 in front of the UN Campus Langer Eugen in Bonn, Germany

Annex 2:

Overview of Organizations that Participated in IVC0 2016

Organization	Country of provenance
Arbeitsgemeinschaft für Entwicklungshilfe e.V. / Association for Development Cooperation	Germany
Association of German Development Services	Germany
Australian Business Volunteers	Australia
Australian Red Cross	Australia
AVI	Australia
Bread for the World – Protestant Development Service	Germany
Comhlámh	Ireland
Crossroads International	Canada
Curtin University Sustainability Policy Institute	Australia
Cuso International	Canada & United States
Department of Foreign Affairs and Trade, Australia	Australia
Deutsche Gesellschaft für internationale Zusammenarbeit GmbH	Germany
Engagement Global	Germany
European Commission	Europe– Belgium/Luxembourg
Federal Ministry for Economic Cooperation and Development	Germany
Federazione degli Organismi Cristiani Servizio Internazionale Volontario	Italy
FK Norway	Norway
France Volontaires	France
German Red Cross	Germany
Hungarian Volunteer Sending Foundation	Hungary
International Association for Volunteer Effort	USA
International Federation of Red Cross and Red Crescent Societies	Switzerland
International Forum for Volunteering in Development	Canada
Japan International Cooperation Agency	Japan
Japan International Cooperation Agency – Research Institute	Japan
Kölner Freiwilligen Agentur e.V. / Cologne Volunteer Agency	Germany
Korea International Cooperation Agency	South Korea
Local Youth Corner Cameroon	Cameroon
National Volunteer Centre Russia	Russia
Nepal Friendship Society	Nepal
Oxfam-Québec	Canada
Palestinian Vision	Palestine
Peace Corps	USA
Raleigh International	United Kingdom
Realized Worth	United Kingdom
Schutzwaldverein e.V.	Germany
Scope Global	Australia
Senior Experten Service GmbH	Germany
Singapore International Foundation	Singapore
SUCO	Canada

Organization	Country of provenance
The European Guild	France
The Open University	United Kingdom
Tohoku University / Japan International Cooperation Agency	Japan
UN Office on Drugs and Crime	Austria
Unité	Switzerland
United Nations Support Office in Somalia	Somalia
United Nations Volunteers program	Germany
Uniterra	Canada
University of Cologne	Germany
University of Illinois, School of Social Work	USA
Voluntary Service Overseas	United Kingdom
Voluntary Service Overseas International	United Kingdom
Voluntary Service Overseas, Ireland	Ireland
Voluntary Service Overseas, Nigeria	Nigeria
Volunteer Service Abroad	New Zealand
World University Service of Canada	Canada

Abbreviations

AKLHUE	Arbeitskreis Lernen und Helfen in Übersee
AVID	Australian Volunteers for International Development
BMZ	German Federal Ministry for Economic Cooperation and Development (BMZ)
COP21	Paris Agreement on the 21st Session of Conference of Parties
CPS	Civil Peace Service (Ziviler Friedensdienst)
CSR	Corporate Social Responsibility
DFID	UK Department for International Development
DRRM	Disaster Risk Reduction and Management
Forum	Forum for Volunteering in Development
GFDRR	Global Facility for Disaster Reduction and Recovery
GIZ	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH
IAVE	International Association for Volunteer Effort
ICS	UK International Citizen Service
IFRC	International Federation of Red Cross and Red Crescent Societies
IVCO	International Volunteering Cooperation Organization
JICA	Japan International Cooperation Agency
NVC	National Volunteer Centre
PalVision	Palestine Vision
RLI	Resilience Learning Initiative
SDG	Sustainable Development Goals
SES	Senior Expert Service
SIF	Singapore International Foundation
UNFCC	United Nations Framework Convention on Climate Change
Uniterra	Program carried out by WUSC and CECI
UNV	United Nations Volunteers (UNV) program
VSO	Voluntary Service Overseas
WUSC	World University Service of Canada
ZFD	Ziviler Friedensdienst (Civil Peace Service)

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