Developing
European
Volunteering
Strategies

CONFERENCE REPORT & HANDBOOK

6-7 April 2017
City Hall, London, UK

CEV European Volunteer Centre

Supported by:

NCVO TEAM LONDON MAYOR OF LONDON Europe for Citizens

Preface

Over 100 representatives from CEV member organisations and other volunteer-involving organisations from across Europe gathered together with interested UK/London-based stakeholders in order to consider the volunteering strategies that are needed in Europe at local, regional and national administration levels, and how to design and implement them with input from all sectors and stakeholders.

Workshop leaders shared their experience and practice together with participants, with a view to building capacity and developing the DEVS Handbook. The Handbook is for use across Europe by governments, local authorities, volunteer centres, volunteer organisations and companies in order to develop better volunteering strategies with clearly identified policy objectives, indicators, methodologies for implementation and impact measurement, as well as a properly supported and functioning volunteering infrastructure.

The Handbook aims to assist stakeholders at any level of public policy design and implementation to develop and provide the appropriate strategies required by volunteers and their organisations (such as voluntary organisations, public and private, non-profit and for-profit institutions) in order that they be the most effective possible in meeting their objectives.

The keynote speech sought to identify the existence and the nature, of the nonprofit and/or non-governmental organisations, and the sector they form. An improved understanding and identity definition of the sector is an important starting point for the development of volunteering strategies. The DEVS conference underlined the importance of clarity of identity and purpose as the basis for efficient and effective strategies for volunteer engagement.

Opening statement by Adriana Ruiz-Restrepo:

Adriana Ruiz-Restrepo is a lawyer and political scientist specialized in public and nonprofit law with long experience in both the global north and south, and the common law and continental civil law normative systems and cultural traditions. Her engagements as an international consultant and speaker pairs with her work in the firm RRA (Public law + Social Innovation) and her personal volunteering in the CIVISOL Foundation for Systemic Change of which she is a founder, and is active in Bogota, Paris and Genève.

She is the author of the Theory of Alterity as Intention or the Principle of Juridical Alterity (2011) a system of legal thought that culminated her long quest for the positive identity, the essence or juridical nature of the so called Not for Profit and/or Non-Governmental Organisations by unveiling their logics tied to human voluntary action.

Adriana has worked in the United Nations Office on Drugs and Crime in counter human trafficking and modern slavery, the former Commission on Legal Empowerment of the Poor, the Constitutional Court of Colombia, the Urban Development Institute of Bogota and the Assets Liability Management Team of the Colombian Ministry of Finance among others. In 2017, Ms. Ruiz-Restrepo was listed by the OHCHR as a candidate to replace Maina Kai as UN Rapporteur on the Right to Freedom of Assembly and Freedom of Association.

Voluntas, Volunteering, Voluntary: On strategic thinking and capacity building in light of the "Theory of Alterity as Intention"

The ***"Theory of Alterity as Intention"*** highlights that as a unit of organisation the non-governmental and/or not-for-profit was, and is, confusing and opaque because it can in fact generate profit and often has close ties to government, even acting as a satellite or agency of it. The sector appears as a vague and undetermined collection of non-governmental/not-for-profit legal entities. An array of rotatory sets of values and definitions, seeking to give it stability and a core, have been attributed to it: voluntary; independent; beneficial; benevolent; pro-social; associational; solidary; philanthropic; cooperative; altruistic; compassionate; charitable; humanitarian. The neutral more universal term that denotes the nebulose of formal organisations or juristic persons as a Third sector has the inconvenience of not informing anything substantially and which implies the existence of some order or sequence with a preceding first and second sectors and the potential of a fourth, or fifth.

An additional perspective of affirming that the distinctive feature of the collection of organisations is that they are voluntary, that they form a Voluntary Sector, suggests that the other sectors are not voluntary, or are less voluntary. It cannot be denied that it is a valid approximation for the contingency of the sector, but it is also entirely untrue as commerce and government are not organisations of a mandatory or compulsory nature. Same reasoning applies to independent, pro-social and associational among other attempts of definition by values. The notions of charitable, altruistic or philanthropic, just like solidarity, fraternal, reciprocal or mutualistic are also insufficient as they can't include all the archetypes, types and subtypes of organisations encompassed within the NGO/NPO set. Imprecision was found to be the crosscutting feature both of the organisation and the sector. Relying on the encompassing idea of non-governmental and not-for-profit was a universalizing approximation that had the problem of incertitude as it is negative and residual. It merely describes what the nature of the organisation is not (non-governmental) and residual, it describes what the nature of the organisation doesn't seek or pretend (not for profit). In fact it is not a definition but rather a conceptual demarcation. The language is only helpful to inform about the boundaries of an unindividuated reality of an unnamed nature, it remains entirely silent on substance, on what the organization or sector is *per se*.

Identity, Identification and Recognition are fundamental attributes of any entity or being. Even more so if it receives high praise, gifts and reduced burden of obligations. The sector known to be non, not/for or third, is not only existent, and real, (despite its ambiguity) but is also intuitively appreciated by national communities which grant special admiration or reputation to its organisation. It is highly valued by legislators who grant them either preferential access to budgetary/fiscal resources of the State, in the form of subventions or special procurement processes, or don't request, or lessen, their fiscal contributions. The turbulence and opaqueness of the organisation and the sector, vis-a-vis the community, the market and the State is not only a problem of instability of terms or the unending re-significations. The cause of instability is rooted deeper, it is not uncertainty but unintelligibility, the absence of a concept to represent in the mind, a void in comprehension.

The problem is not specific to a country, region, language or languages, nor a regulatory failure in eurolatinoamerican or angloamerican legal systems but a more universal problem. There is no concept for the "something" said to be non governmental, the "something" not seeking profit. There is an unnamed reality capable of producing a vast array of positive effects in society which result in a clear and concrete value for the given community and territory. To use an example, let's imagine that you don't see or hear a being who is presented as a non-quadruped being, not-for-flight and originating, proceeding from a fourth sector or kingdom of nature. The compass of possibilities to explain the being would at the very least include a bird, a worm, a duck or monkey, information by conceptual demarcation is always very precarious. That is exactly how a non-governmental, not-for-profit legal person or subject of rights and obligations resonates, completely unclear and imprecise, opaque as a unit and vague as a sector.

The human mind cannot think negatively and residually no matter how much we reiterate, accessorize, praise, adorn and try to normalize the negative residual terminology, the void, by its continuous use in written, oral, personal or authoritative communication. Trying to correct uncertainty with an array of virtues and values assorted to the non/not-for/third way of human action and organization will not produce a definition, it will not appease the unrest caused by illogical thinking. Presenting the non/not-for entities as civil society organisations is certainly useful to inform provenance or origin of the manifestation but it still says nothing about the operational logic. Additionally it is very hard to conceptually represent "Civil society" in the mind. Not only it is has an extremely vast and diverse sense, far and wide frontiers so as to encompass all non-state actors, business included, but it demands a minimal and basic understanding of Social Contract Theory, State and Constitutional Law Theory, and a good understanding of the historic emergence of fundamental human liberties, concretely individual civil rights.

The word "purpose" has its etymological origin in the Latin "pro" and "positum" hence it transmits the idea of moving forward or advancement as in "pro" and the idea of putting, placing in a field as in "positum" a fixed location or situation. Both examples, the etymological and the refrain, allow the representation of the idea of two points: the present point of being and the future point of aspiration, the position of departure and the position of arrival. Action is what happens and unites both points, it implies trajectory, a physical or mental course projected by the mind and within the vast field of existence where the actor is standing or being. Purpose informs about the trajectory or line of action; it highlights the "what for" of the path or plan bound to a goal or aim. However it informs nothing about 'the why", the reason for leaving inertia and entering into action. The cause of movement "the why" of the trajectory underlies the action, the verb, the movement or notion of "pro". Propos, purpose, propósito , and proposito in French, English, Spanish, Portuguese and Italian all rest on an idea of "pro" and within it underlies the human impulse, drive or desire animating action, initiating the movement needed for creating and preserving trajectory. In "pro", deep within of purpose, lies the animus or intent which articulates and guides the effort of forwardness, imprints orientation and sense to the course of action preventing it from intermittence, from deviation not of aim but of sense, of derailment. Knowing intention is understanding the desire animating the deployed effort, seeing the course or way of action and the resulting acts, activities and established organisations by an individual's will acting solely or collectively. The animation of action, the intention or animus has one of two directions, which are mutually exclusive. An individual mind may opt to orient their action in a sense of return to source, or ego-intention, which creates a trajectory or course of action bound to self. Alternatively they may opt to orient their acknowledged, recognised also as being a one, and having a self and which affirmed in its alter-intentioned will or decision/action. The first, which is common for the sake securing human existence and coexistence as a singular individual and member of community is an intent that departs and returns to the source it emanated from, it is thus bound to selfhood or ipseity, and oriented towards the sphere of juridical egoity which encompasses all that is identitary to self, my and mine. The second type, alter-intent in human will is also normal, but less frequent, it is more exceptional to the rule of the self-interest of one. As a derogation of return, effects don't close up nor accumulate in the realm of egoity but instead spread and propagate in the others and/or what is other to self, an intention that happens in order to create intersubjectivity in society.

Thinking of for-alterity organisations, as opposed to Not-for-Profit Organisations ends the false dilemma of profit or not to profit, and governmental or non-governmental and positions the identity, the real and effective nature of both the unit and the set, the organisation and the sector. It gives visibility to the sense of the course of action or planned trajectory of the actor and along it, it allows other actors in the field to forge reasonable and legitimate expectations regarding its course of action and demand coherency. Juridical Alterity is the principle, the soul or character of the legal personalities said to be non-governmental not-for-profit organisations. It is the operational logic of sociability in society. In light of this Theory, which explains that next to human organisations for doing commerce and profit, and organisations for undertaking the governance of the public administration of a given community and territory, there are organisations for manifesting, for expressing human alterity. The so-called Third Sector becomes more of a zero or primal sector - the Alpha Sector upholding all that is human in humanity.

Alterity in mind and action, the intention of recognition and of creation of human inter-subjectivity and of natural interdependence with the others, and what is other, has been intuitively valued in society and safeguarded within the rule of law. It was always there underlying, buried and covered by the equivocal, imprecise and unclear terms of non-governmental and not-for-profit that are habitually used. Addressing the old problem of identity and phantom of the "social mission" of the sector, the effort of understanding and explaining that alter-intentionality in human will, in the Voluntas of an individual's decision or action, for this case, in the manifestation of an act or activity of volunteering, or tacitly present in the deed, charter of incorporation or articles of association establishing a voluntary organisation is its guiding nature, the core that allows for coherence.

How can the Principle of Juridical Alterity underpin identity and reinforce the conceptual frontiers of the vital and operational space of volunteering organisations in the societal field? How does it enhance coherency between what you say you do and you effectively do? The integral system of juridical thought helps to empower the distinctive identity of volunteering organisations, improves transparency and refines strategy in volunteering, a subsector that is key in the Alterity sector. The segment of human action and organisation that emanates to recognise and implicate with context and environment, with the others and what is other than self. An Alpha sector that preserves, maintains humankind, so that we may not only be efficient and prosperous, orderly and harmonious, but also implicating and implicated, awakened in alterity, at the end of the day, human.

13.00 Registration

13.15- 13.30 Plenary: Opening Statements
13.30- 14.00 Key note: Adriana Ruiz Restrepo (RRA Think Thank): Voluntas, Volunteering, Voluntary: On strategic thinking and capacity building in light of the "Theory of Alterity as Intention"
14.00- 14.15 European Volunteering Strategy Update (PAVE / Helping Hands Report / European Solidarity Corps)

14.15- 14.30 Break
14:30 -15:30 Case Studies
National perspective:
The Volunteer Centre in Denmark, Spanish Volunteering Platform, Volunteer Scotland
Municipalities' approach:
London #EVCapital 2016, Sligo #EVCapital2017, Aarhus #EVCapital2018

15:30 - 16:00 Break
16.00- 18.30 Round-robin: the presentations will be delivered in rounds of 45 minutes & speakers will take turns to engage with every group
1) Developing local volunteering: Vlaams Steunpunt Vrijwilligerswerk vzw
2) Cross Sector Collaboration - Employee Volunteering: Volunteer Scotland
3) Online volunteering: Good Network Foundation

Parallel workshops - Volunteering Strategies in the field of:
09.30- 11.00 Sports: London Sport & Sport England (UK)
Active Ageing: GLV / NCVO (UK)
Culture: Croatian Volunteer Centre Network

11.00-11.30 Break
11.30-13.00 Inclusion of refugees and migrants: BBE (Germany)
Youth: Pro Vobis (Romania)
In rural areas: Estonian Village Movement Kodukant
13.00- 13.15 Closing Remarks

14:00 - 16:00 EVEN CORPORATE MEMBERS MEETING (HOSTED BY CAIXA BANK)

DEVS
developing
european
volunteering
strategies

European Volunteer Centre

Developing European Volunteering Strategies

Capacity Building Conference
6-7 April 2017
City Hall, London, UK

The Developing European Volunteering Strategies (DEVS) handbook aims to assist stakeholders at any level of public policy to develop and provide the appropriate strategies required by volunteers and their organisations (such as voluntary organisations, public and private, non-profit and for-profit institutions) in order that they be the most effective possible in meeting their objectives.

The DEVS handbook focuses on a five step approach to volunteer strategy development at local, regional, national or European authority level. It guides policymakers and their partners in the development of strategies that will enable the engagement of volunteers in the most effective and appropriate way possible in order to meet identified policy objectives. It highlights the importance of providing an evidence base for policy by linking the strategy to the indicators through impact measurement processes, and the need for a properly supported and functioning volunteering infrastructure.

The 2011 Policy Agenda for Volunteering in Europe (PAVE) stresses the role of volunteers as a counterbalance to injustice and an appropriate expression of solidarity among citizens, providing much needed support contributing to economic and social-capital growth at local, regional, national or European authority level in a wide variety of policy areas such as health, education, environment, social inclusion etc. It also draws attention to the fact that the impact volunteers can have is variable and depends on the volunteering policy and strategy context in which it operates.

Stakeholders from all sectors seek policies and strategies that will enable and facilitate volunteering to remain a central feature of European society, providing citizens with suitable opportunities to engage and to take action in a spirit of solidarity with others.

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volunteer centre Ionad d'Obair Dheonach Sligeach SLIGO
European Volunteering Capital 2018

Workshop objectives:

Strategies for volunteering in the field of sport (London Sport / Sport England)

Speaker / facilitator: Dean Nevill & Jenny Betteridge

You will learn about:

- Dual benefits of volunteering in sport
- Approaches to increase volunteer diversity
- Integrating volunteering and participation strategies

Strategies for volunteering in Active Ageing (GLV / NCVO)

Facilitators: James Banks (GLV), Kristen Stephenson & Nick Ockenden (NCVO)
Speakers: Natalie Turner (Centre for Ageing Better), Eddie Hogg (University of Kent) & Jessica Leach (London Borough of Southwark)

You will learn about:

- How volunteering can support Active Ageing
- The impact of volunteering for active ageing on individual volunteers.
- The impact of volunteering for active ageing on the whole community
- What local authorities / municipalities need to consider when incorporating volunteering in their active ageing policies and strategies

Strategies for volunteering in Culture (Croatian Volunteer Centre Network)

Speaker / facilitator: Zvijezdana Schulz Vugrin, Marta Hauser & Jolanda Todorović

You will learn about:

- Differences between volunteering in different cultural spheres such as institutions or NGOs
- How to strengthen the existing cultural institutions and associations in the area of volunteer management.
- How to involve citizens in program design and implementation
- Develop ideas for possible strategies for volunteering in culture.

Strategies for volunteering in the field of Inclusion of Refugees and Migrants (Volunteer Centre Osijek / BBE)

Speaker / facilitator: Lejla Šehić Relić, Volunteer Centre Osijek, Croatia
Mirko Schwärzel, National Network for Civil Society (BBE), Germany

You will learn about:

- CSO- and volunteering initiatives in the field of welcoming, supporting and integrating refugees and migrants across Europe
- Existing strategies and programmes for integration of refugees and the role of CSO and volunteering
- Principles of an adequate role of CSO and volunteering within national/regional/local integration strategies and programmes to advocate for this within their communities

Strategies for volunteering in the field of Youth (Pro Vobis)

Speaker / facilitator: Cristina Rigman

You will learn about:

- The connecting points between youth and volunteering at strategic level (organizational, local, regional, national, European)
- The added value volunteering can bring to youth focused strategies at all levels
- The unique contribution volunteering can make to tackling the issue of NEET youth

Strategies for volunteering in rural areas (Estonian Village Movement Kodukant)

Speaker / facilitator: Anu Viltrop

You will learn about:

- Village movement in Estonia and across Europe.
- How to create interdisciplinary volunteering network in the rural areas.
- Good volunteering examples from different rural areas in Europe.

Developing European Volunteering Strategies Step by Step

1) Policy Objectives:

Public policies to which volunteering strategies are able to contribute can either be general, at the relevant authority level (local, regional, national or European), or be specific to a particular issue or field. The DEVS handbook focuses on general public policy making and also gives attention to a number of identified policy areas and fields where volunteering can be seen to make a particular contribution. When developing volunteering strategies, stakeholders are encouraged to take time to identify the policy objectives to which they aim to contribute. Ensuring that elements of the strategy can be clearly linked to specific policy objectives will greatly increase the impact volunteers can have, and therefore its effectiveness and overall benefit and impact. For assistance with setting policy objectives for volunteering and advocating for them, PAVE, the PAVE Communication Handbook and the Helping Hands Report are useful resources.

2) Indicators:

An indicator is a quantitative or qualitative measure of how close an authority is to achieving a set goal (policy outcome). They help to analyse and compare performance across population groups or geographic areas, and can be useful for determining policy priorities. Indicators can be grouped and ordered in terms of priority and time logic.

3) Mapping:

The mapping should consider to what extent the policy objectives are being met according to the established indicators. It should record what role, if any, volunteers have in ensuring this, distinguishing between volunteers acting:

- In an informal way (individually or in groups).
- As part of an established organisation/association.
- As part of the state services eg, in a local authority library or a public hospital.

The mapping should also record the existing support structures for volunteering eg. volunteer centres, training opportunities, online matching platforms/Apps, etc and how volunteers are recruited.

4) What are volunteers needed for?

It is important to discuss with all stakeholders, taking into account the previous three stages (policy objectives, indicators, and state of the art mapping), what tasks and activities can be undertaken by volunteers.

This process should involve the development of:

- A list of actions where volunteers can contribute to reaching the stated policy objectives, be they at local, regional, national or European authority level.
- Analysis about existing and desired levels of engagement in the needed roles in order to implement the actions.
- Assessment of the supply and demand ratio of actions needed and roles already filled.

5) Volunteering Strategy:

Volunteering strategies should be developed with specific policy objectives in mind, taking into account the existing and relevant cultural approaches and legal frameworks for volunteering. For strategies to be fit for purpose and have the desired impact on the identified policy objectives due attention should be given to:

- Identifying the indicators for policy success.
- Mapping of the existing situation regarding volunteer engagement
- Identification of appropriate roles for volunteers

Strategies should be developed with a cross-sector*, horizontal approach involving all necessary stakeholders, be mindful of the desired impact, provide an evidence base for policy monitoring and provide opportunities and scope for a variety of volunteering opportunities, on an ongoing basis or in emergency situations, including:

- Individual acts
- Occasional actions
- Long term activities.
- Institutionalised channels of communication and consultation between stakeholders and policymakers at all levels.

To increase the possibility for successful volunteering strategies certain conditions need to be fulfilled such as:

- A well functioning and funded volunteering infrastructure.
- Agreed standards for good practice and quality assurance.
- An appropriate legal framework for volunteer-involving organisations and volunteers covering all possible settings and scenarios.
- Reliable and dedicated funding schemes for volunteer-involving and support organisations.
- Research involving comparable and established data collection systems to document the impact and value of volunteering.

Volunteering Infrastructure:

Volunteering Infrastructure is a combination of organisational structures and support mechanisms which together provide the enabling environment needed to encourage and adequately support volunteer involvement for the benefit of society as a whole. Organisational structures composing the volunteering infrastructure include volunteer-involving organisations (such as voluntary organisations, public and private, non-profit and for-profit institutions) and support organisations (such as volunteer centres, volunteer development agencies, umbrella organisations, and networks) at all levels (international, European, national, regional, and local) adopting a Multi-level Governance approach**.

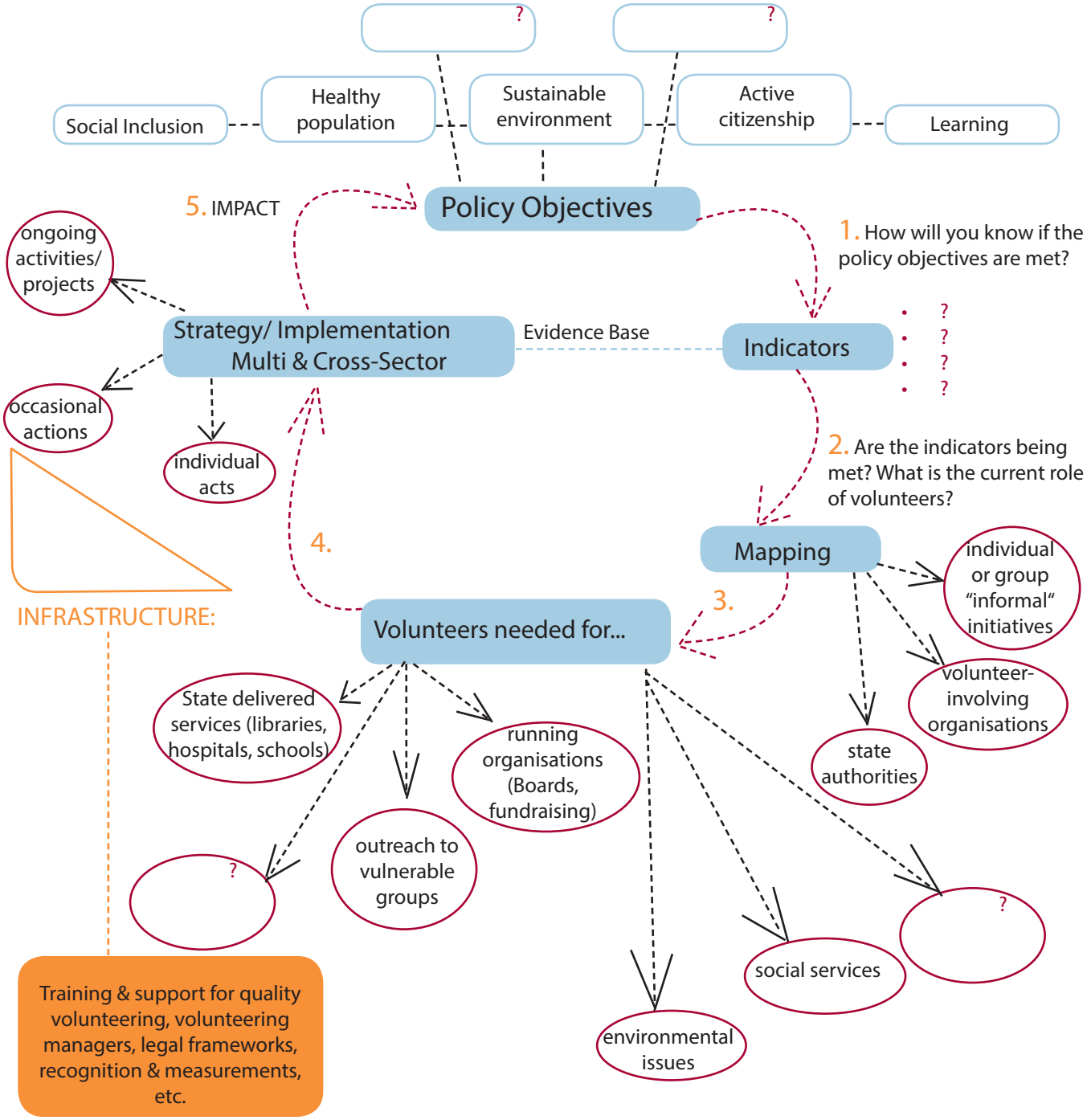
Volunteering infrastructure fulfils several key roles which make it fundamental for the further development of volunteering across Europe, among which:

- Provision and/or facilitation of quality volunteering opportunities.
- Support for volunteers (such as training, counselling, evaluation etc.)
- Matching the supply and demand of volunteering.
- Capacity building and good practice exchange among volunteer-involving organisations
- Removal of barriers to volunteering.
- Awareness-raising with regard to the value of volunteering for both the individual and the society.
- Influencing policy environment in areas where volunteering takes place in order to build an enabling environment where volunteering can flourish

Impact:

Volunteering strategies should ultimately lead to the realisation of policy objectives.
The measurement of the impact of volunteers should be a priority for all stakeholders in order to provide an evidence base for continued policy evaluation, evolution and development. Volunteers should be assisted with understanding the impact they have made since when they do, and it is deemed positive, this is often a motivating factor in their decisions to continue volunteering.

*Cross-Sector - http://www.cev.be/uploads/2012/05/Messages_Copenhagen.pdf
**Multi-level Governance approach - https://portal.cor.europa.eu/mlgcharter/Pages/default.aspx



Volunteering in Sports - Facilitator: Dean Nevill & Jenny Betteridge

social inclusion and community development

healthy population

active participation

mental well-being

personal development (empowerment, experience and skills)

?

1. How will you know if the policy objectives are met?

- More volunteers recruited and retained
- Grassroots club members increase
- Volunteers are from diverse backgrounds
- Health and well being is increased
- Tolerance and social inclusion is increased
- Less violence and anti-social behavior
- More facilities and opportunities to be active
- .....

5. IMPACT

Policy Objectives

Strategy/ Implementation Multi & Cross-Sector

Evidence Base

Indicators

2. Are the indicators being met?
What is the current role of volunteers?

Mapping

3.

4.

Volunteers needed for...

ongoing activities/ projects

occasional actions

individual acts

coaching & training

Driving / Transport

connecting elite & grassroots sports

outreach to vulnerable groups

running organisations (Boards, fundraising)

Welcoming & motivation

?

Social Media, photography, website etc

State authorities

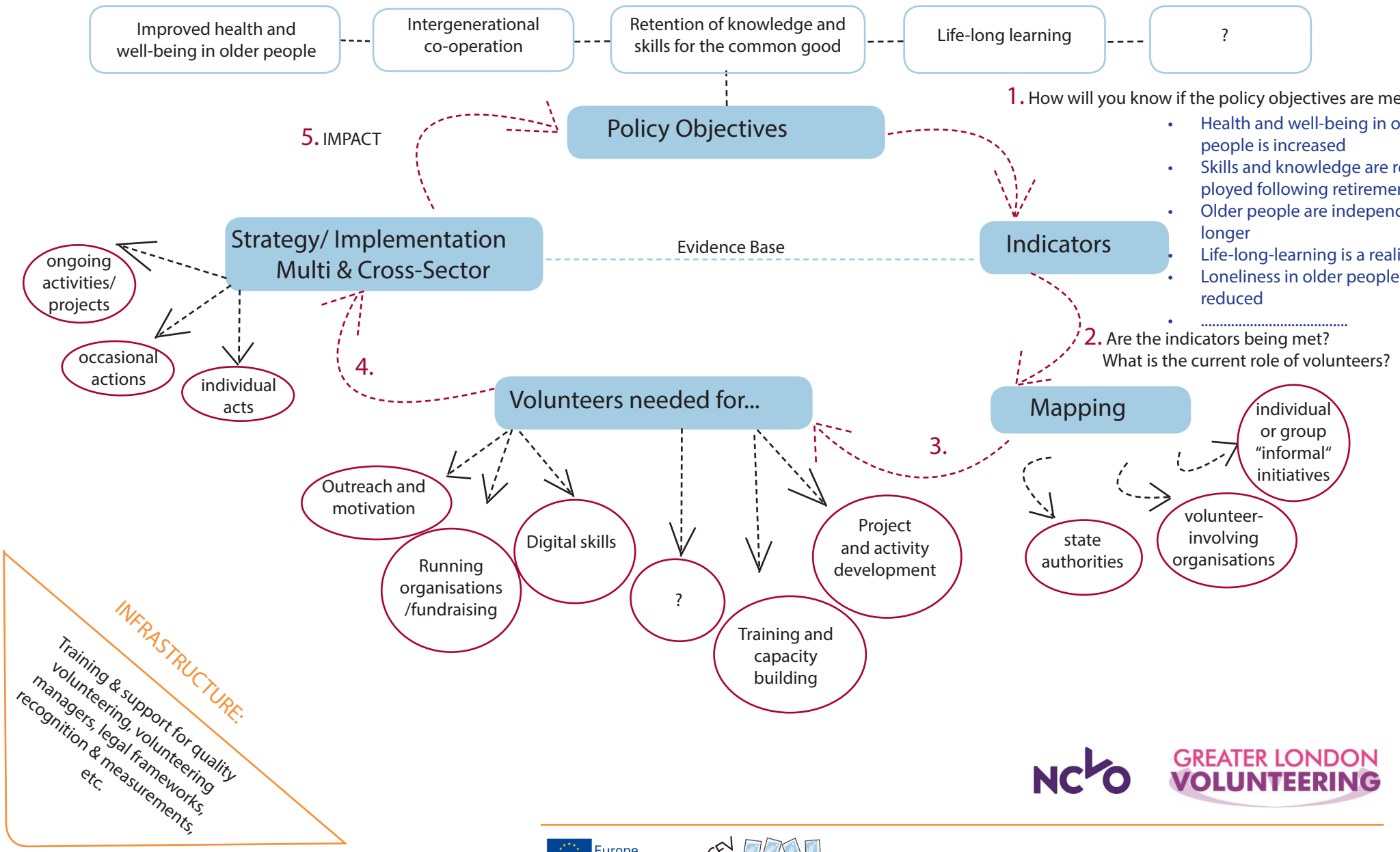
volunteer-involving organisations

individual or group "informal" initiatives

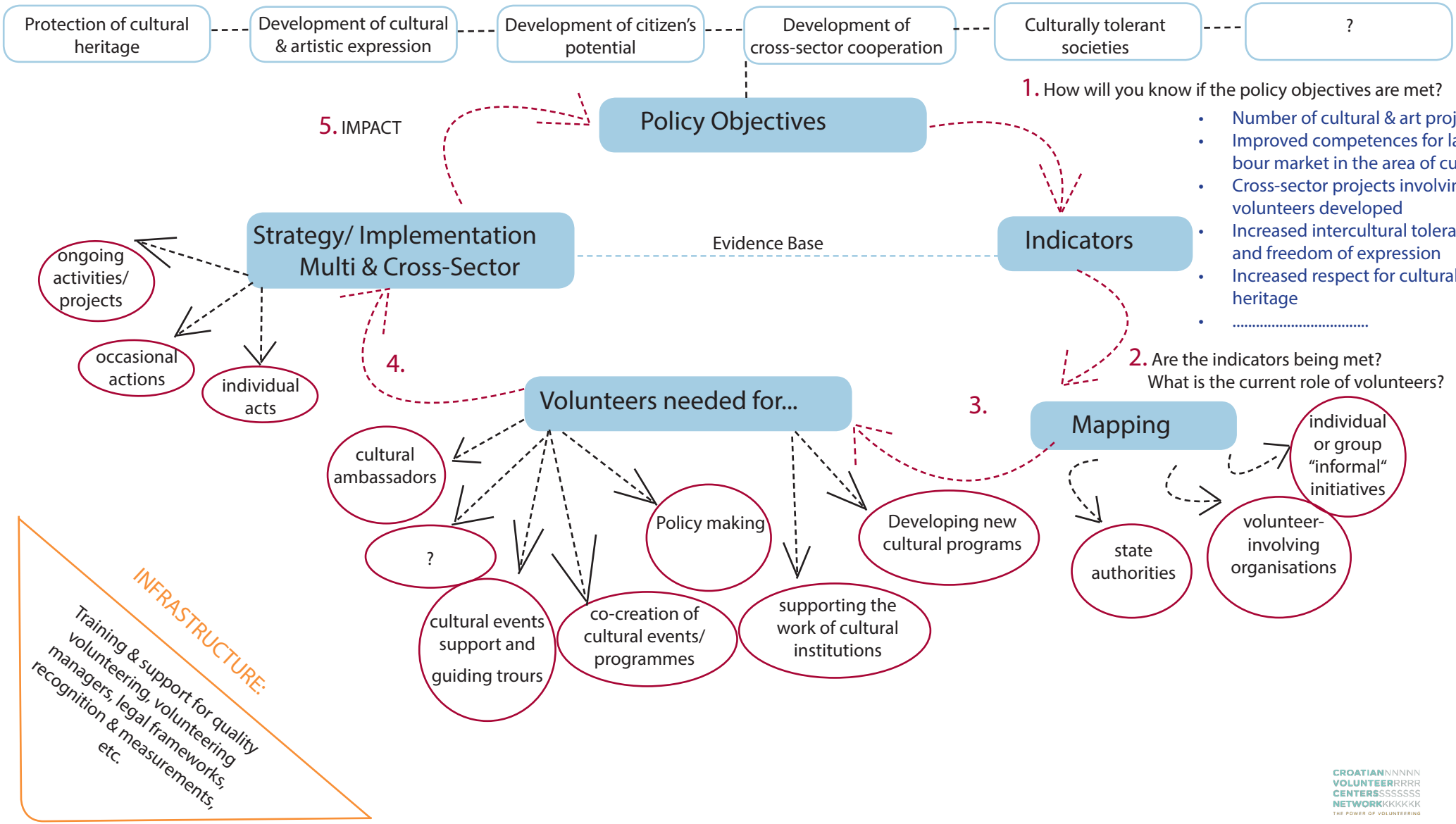
INFRASTRUCTURE:

Training & support for quality volunteering, volunteering managers, legal frameworks, recognition & measurements, etc.

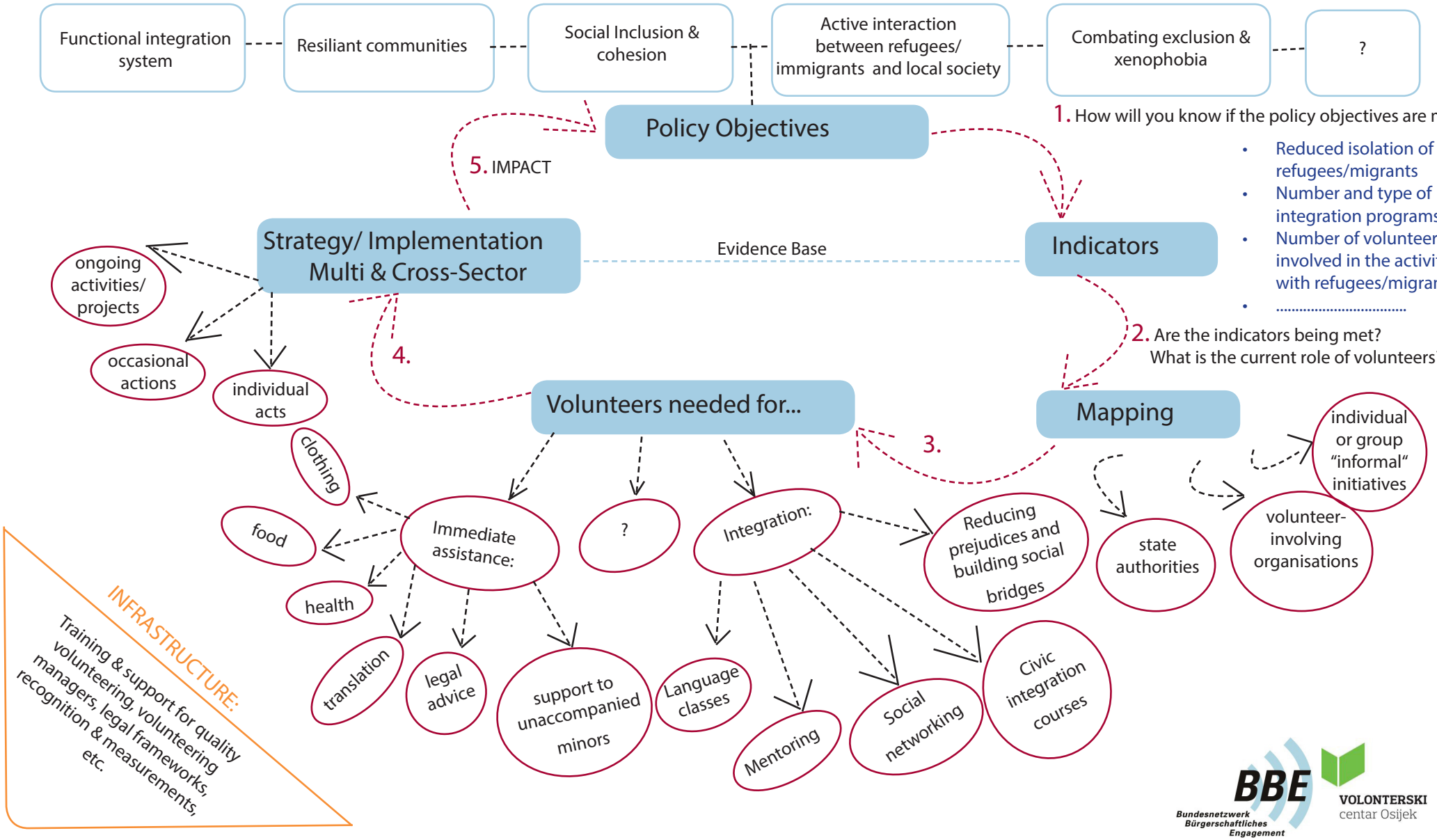
Volunteering & Active Ageing- Facilitators: James Banks, Kristen Stephenson & Nick Ockenden



Volunteering in Culture- Facilitators: Zvijezdana Schulz Vugrin, Marta Hauser & Jolanda Todorović



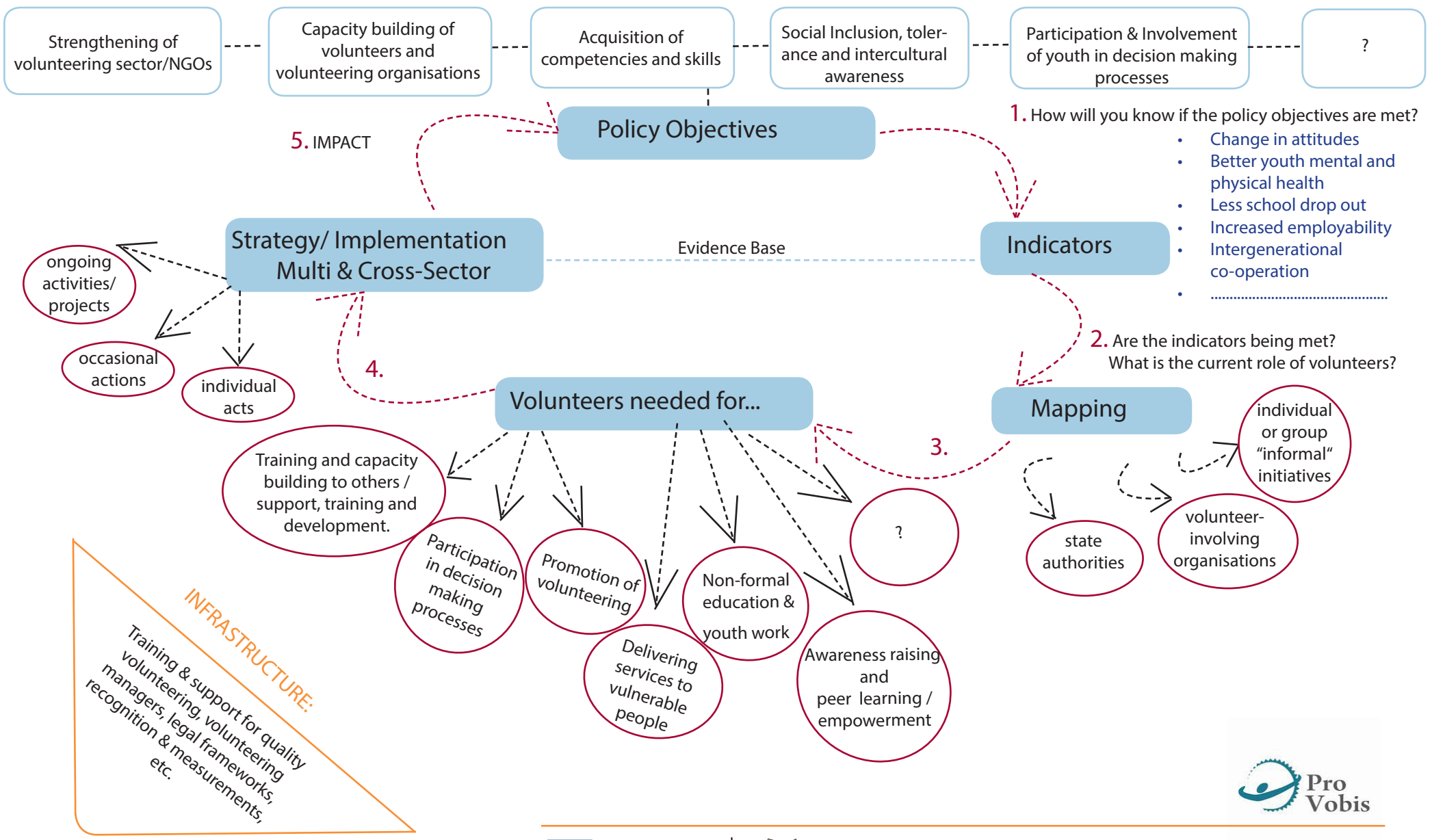
Volunteering & Inclusion of refugees and migrants- Facilitators: Lejla Šehić Relić, Mirko Schwärzel



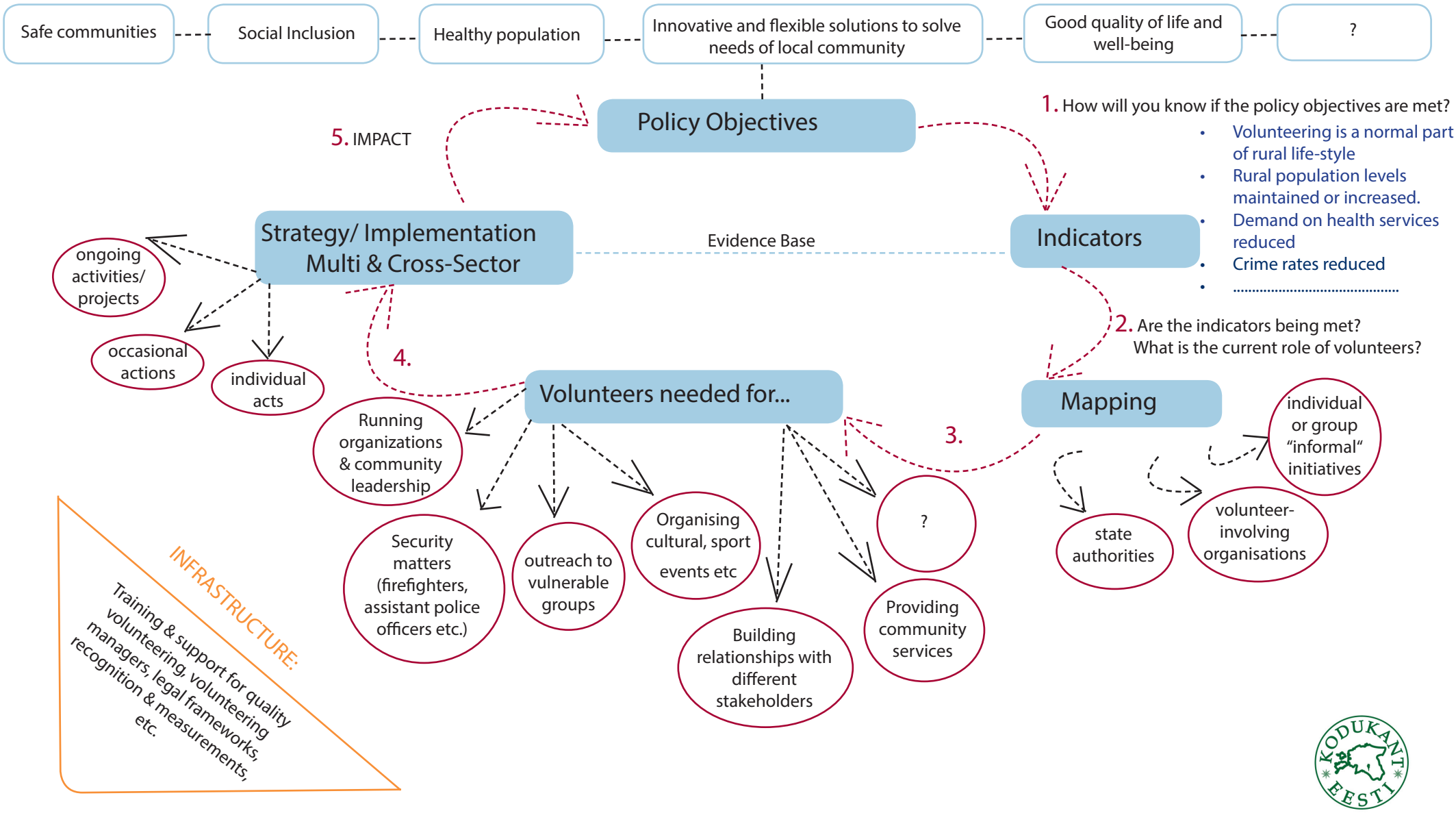
BBE Bundesnetzwerk Bürgerschaftliches Engagement

VOLONTERSKI centar Osijek

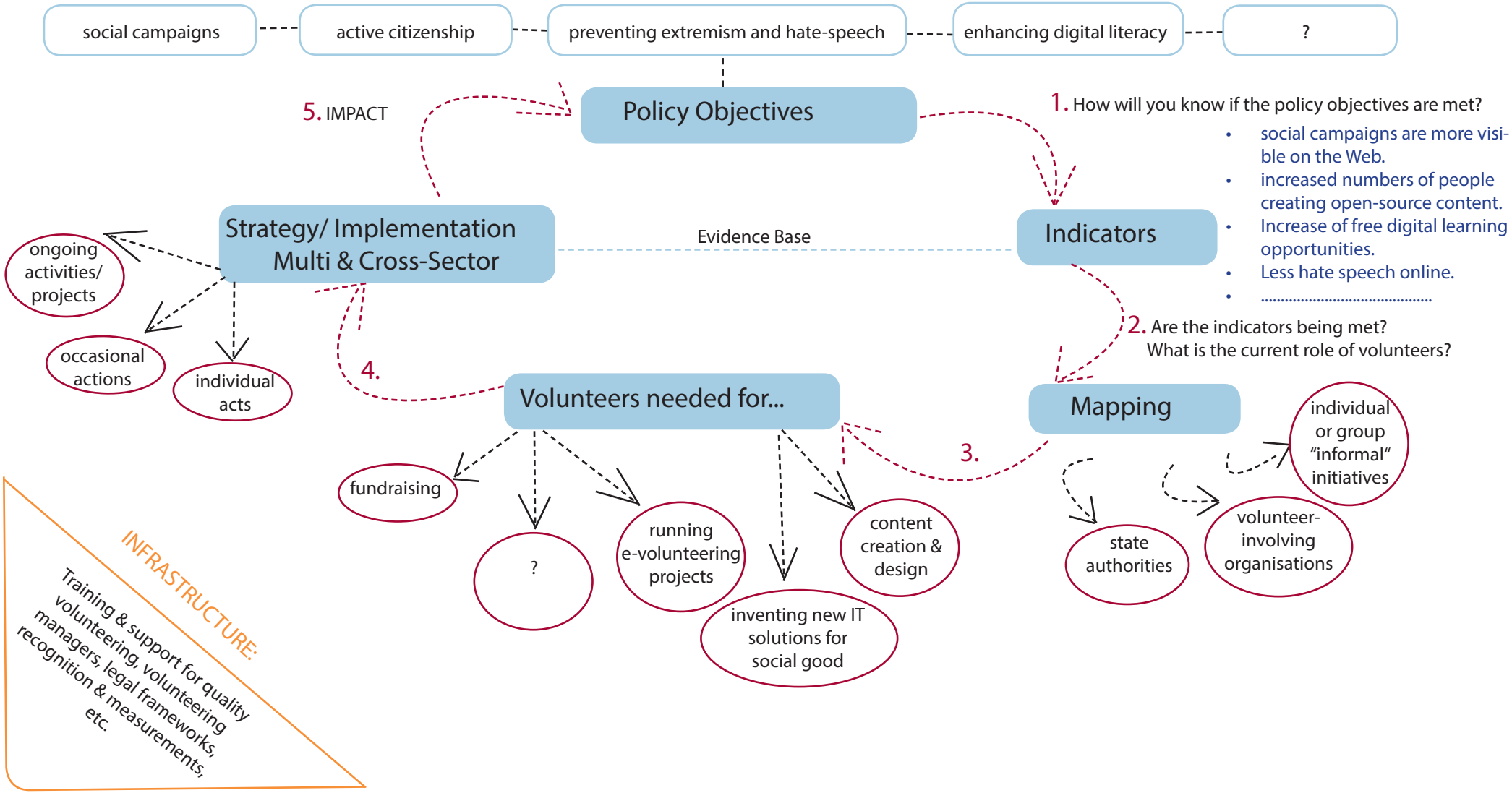
Youth Volunteering - Facilitator: Cristina Rigman



Volunteering in rural areas- Facilitator: Anu Viltrop



Online Volunteering - Facilitator: Marzena Kacprowicz



NOTES: Round-Robin

Vlaams Steunpunt Vrijwilligerswerk vzw
Facilitator: Jan Verdée

Developing local volunteering

Project that supports local governments in Flanders and their volunteer policies.

Topics covered:
- The value of supporting local governments in Flanders in their volunteer policy
-Support and promoting local volunteering by government
- Main challenges in this field
- Local authorities support needs and how can the project 'Local Volunteering' respond to these needs
- Future plans
- Importance of sustainable support for local authorities

Volunteer Scotland
Facilitator: George Thomson & Adrian Murtagh

Cross Sector Collaboration

The session focused on the development of Employee Volunteering within Scotland.

Topics covered:
- The key players and activities involved in Volunteer Scotland's cross sector approach to ESV, including the national ESV best practice group, partnership with SSE and the Scottish Volunteer Forum
- The use of key tools including Investing in Volunteers for Employers and ESV workbook
- Future developments such as the Volunteer Festival

Good Network Foundation
Facilitator: Marzena Kacprowicz

Online volunteering:

The definition and characteristics of online volunteering were presented and how strategies for online volunteering can be developed were also discussed.

Topics covered:
- Online volunteering: definition, types, examples for Online volunteering
- Variety of tasks and activities that can be undertaken by online volunteers
- Ways of mapping online volunteering initiatives
- Elements of infrastructure that can support online volunteering

Europe for Citizens

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