



Volunteerism and Development

Introduction

In 2000, ten million people volunteered to support the immunization of 550 million children as part of the Global Polio Eradication Initiative. The vast majority were concerned local citizens, volunteering in their own communities. They gave their time to ensure that children reported to immunization stations, were properly documented, and received the oral vaccine. The total value of the support provided by volunteers was estimated at \$10 billion, well beyond the reach of either governments or international organizations.¹

Antipersonnel landmines are weapons which maim long after the original conflict has ceased. Their cheapness – some versions cost as little as US\$3 – and ease of distribution has led them to be widely used in conflict zones across the world. The primary victims of antipersonnel landmines are civilians. It is appropriate therefore that it has been the activism of volunteers and civic coalitions that has led these weapons to be regarded as morally unacceptable. The campaign to ban antipersonnel landmines relied upon the support of over 300 million volunteers across 100 countries² and led to the achievement of the Mine Ban Treaty signed in Ottawa in December 1997 by 122 states.

The above examples of service and activism illustrate how the ingenuity, solidarity, and creativity of millions of

ordinary people, channelled through volunteerism, are key to achieving the Millennium Development Goals. To harness this resource development practitioners need to understand, recognize and support volunteerism – and factor this knowledge and action into their development planning in order to enrich their policies and programmes.

Volunteerism delivers impressive social benefits. Through voluntary action people create groupings that can cement social norms and inculcate a sense of civic responsibility and belonging.³ Research suggests that when networks of voluntary organizations are created which link different interest groups, the increased interaction leads to improved understanding and increased tolerance of diversity.⁴ The participatory aspect of volunteerism can contribute to a heightened understanding of the forces which shape governments and societies, leading to greater transparency, accountability and improved governance.

Volunteerism also has an important economic impact. In countries where empirical studies exist, the contribution of volunteering is estimated to be between 8% and 14% of Gross Domestic Product. On an individual level, volunteerism contributes to capacity building processes by helping the individual volunteer to develop marketable skills, providing access to workplace networks and boosting confidence and self-esteem.⁵

Concept

Volunteerism has common roots, but manifests itself with enormous diversity. This ranges from the highly organized operations of the Red Cross and Red Crescent Societies around the world aimed at improving the conditions of vulnerable people by mobilizing the power of humanity, to the self-help voluntary activities of community burial societies in rural Zambia. However, some key universal principles of volunteerism emerge from this diversity:

- actions are carried out freely and without coercion
- financial gain is not the main motivating principle
- there is a beneficiary other than the volunteer

Using these principles⁶ as a guide, four main aspects of volunteerism predominate:

- Mutual aid or self-help
- Philanthropy or service to others
- Participation
- Advocacy or campaigning

These aspects are not mutually exclusive and in practice often overlap.⁷ A voluntary organization that provides reproductive health advice to women may also play a campaigning role in lobbying for changes to restrictive laws, which inhibit women's choices.

Volunteering can be carried out by everyone. It is reciprocal in nature: the benefits of volunteering accrue to both beneficiary and volunteer alike. Recognizing this, the 2001 International Year of Volunteers led to an international consensus that "opportunities for volunteering be open both to men and women, given their different levels of participation in different areas, and recognizing the potential positive effect of volunteering on the empowerment of women".⁸

Volunteers bring different skills and strengths depending on the nature of their involvement. The competencies and responsibilities of a volunteer working in another country (often as part of a formal service volunteering organization) may be different from those of a community volunteer who sits on a village water management committee. A volunteer who leaves a community to work in another part of the country will most likely offer a skills-set with differing strengths and insights to someone working in their own community. Getting the balance right is important. Development practitioners need to consider the most effective mix of volunteer contributions based on a careful assessment of objectives and desired outcomes.

A range of motivations around the desire to help others and, in the process, often to help themselves, drives volunteers. As with salaried workers, volunteers operate most effectively with a clear objective in mind. However financial gain is not paramount in the freely made decision of the volunteer to give of his or her time. The element of altruism adds value to what volunteers do and their work is often characterized by a desire to integrate closely with the community served. These characteristics lend volunteers a sense of freedom that allows them to challenge perceived inequalities and non-democratic power structures.

The first three lessons which follow offer insights into cross-cutting themes which emerge from a number of sectors and predominately concerned with process issues: empowerment, information brokerage and management. Two additional lessons look at specific sectors in more detail. The lesson on HIV/AIDS displays the richness and creativity of the practical volunteer response to the pandemic. The crisis prevention and recovery lesson highlights the higher-level strengths of volunteerism in promoting humanitarian ideals. All lessons are drawn

from evaluative evidence amassed since 1998.

Lessons Learned

1. Volunteerism can reduce dependency and promote empowerment

With globalization comes new risks as well as opportunities. It can lead to the marginalisation of traditional cultural and social norms and, in the vacuum created, many people feel a loss of control or influence over their lives. This powerlessness can be compounded by development interventions that fail to take account of local knowledge and norms. When outsiders alone seem to possess the wisdom to navigate a route through the new reality, dependency on knowledge which comes from outside the community is created. Empowerment begins with a rediscovery that the seeds of a solution lie within. This creates confidence which, in turn, leads to a recognition that self-help is not only possible but essential. Voluntary action by individuals and groups is therefore an integral part of this learning and awareness process.

What to Do?

- Consider the demonstration effect of volunteerism as a catalyst for change. Observing the efforts of local, national and international volunteers stimulates increased interest, discussion and ultimately, practice of volunteerism.
- Provide support to mutual interaction among community volunteer groups as a strategy for fostering social cohesion. This can help cultivate inclusiveness and break down prejudice, especially in societies undergoing rapid economic or social change.
- Scan the national political context to ensure that strategies developed for

volunteer activity support desired objectives. Be aware that official engagement with volunteers is not always controllable. Activism is a powerful and vital force, an expression of a desire for change generated when like-minded people come together to achieve a common goal. Remember that while many grassroots issues have been championed by charismatic leadership, the bulk of action around such issues lacks visibility. Vibrant leadership does not always guarantee strong constituency support.

Example:

When the former Soviet Union dissolved many newly independent states faced a collapse in social safety nets and the disappearance of markets for goods and services within the USSR. The Republic of Kyrgyzstan was left with an antiquated command and control structure which placed little power in the hands of its predominately rural people.

A decentralization project initiated by the Government of Kyrgyzstan, UNDP and UNV, placed mixed teams of national and international volunteers at the heart of efforts to improve the ability of local people in rural areas to shape their lives. The teams used their combined local knowledge and international expertise to engage local communities. The approach relied heavily on supporting the ability of the volunteers to act as change agents to stimulate local ownership of the project. Through their inclusive working style, volunteers sent a clear message to the communities that local opinions and ideas were valuable, breaking down the belief that help could only come from a desperately overstretched central government. By the conclusion of the project the villagers spoke of their hope and their energy for the future saying, "We were in a state of shock after the collapse of the Soviet Union...We were in despair and waiting for people to come and fix things. We had no hope" - "Now we are awake – and clear about what we need to do".⁹

Example:

On the occasion of the 16th Biennial World Volunteer Conference the links between social action and volunteering were stressed by the World Alliance for Citizen Participation (CIVICUS): “Social activists are engaged every day in voluntary efforts. Volunteers working in their community are raising their voice on policies that impact on society, speaking from their practical experience in the field”.¹⁰

The Narmada Dam became a watchword for community activism throughout the 1980s and 1990s. The protest against the construction of a series of dams along the Narmada river, spanning three of India’s largest states, was led by Medha Patkar and other unsalaried activists and employed non-violent tactics to raise awareness of their resistance to the proposals. Despite receiving no funds from outside India, the movement entitled ‘Narmada Bachao Andolan’ succeeded in achieving international publicity and support and was a founder member of the National Alliance of People’s Movements. The latter organization is an alliance of autonomous groups and movements which aims to bring a people-oriented development approach to public life and politics with an emphasis on ecologically sustainable policies.

Example:

In Azerbaijan, where 18 – 30 year olds comprise 20% of the population, the Ministry of Youth, Sport and Tourism along with UNDP and UN joined forces to address the dangers of youth disaffection in a context of high youth unemployment. The ability of volunteerism to advance a sense of civic engagement amongst the young was a strategic aspect of the approach. The project called for young Azeri volunteers to take part in community nominated civic projects and was coordinated by a youth volunteer management team, staffed by national and international volunteers who brought local knowledge and international campaign experience.

The pilot was a success: 3,200 young Azeris applied to take part of whom 421 were selected to volunteer for six months on a total of 51 projects. The mini-projects ranged from translating and publishing the European Convention on Human Right and protocols in Azeri, to eco-tourism activities and the restoration and rehabilitation of residential areas for Internally Displaced People. The intervention demonstrated that there was in fact (contrary to initial skepticism) a strong desire amongst the youth of Baku to engage in community-building projects and the structured volunteering opportunities offered allowed young people to express and channel their enthusiasm.¹¹

2. Volunteers are valuable knowledge brokers, linking know-how with community needs

Information empowers people. Accessing and transmitting information are vital elements in promoting democratic principles in civil society as well as greater accountability and transparency. Strategies to achieve this need to address the creation of policy environments where information can flow freely. They also have to ensure that civil society has access to relevant information and that people have an opportunity to feed their views into the development and implementation of processes and policies that affect them. Local or national volunteers form the backbone of most civil society networks – in South Africa a survey estimated that volunteers composed 47% of the non-profit workforce.¹² Given the importance of volunteers to civil society organizations, any information strategy needs to look closely at how volunteers have been integrated and how their efforts can be engaged and multiplied.

Whether working with old technologies or new, volunteers have demonstrated that

their roots within communities position them as brokers of information.

Volunteers have been active in promoting ways to use new information technologies. Tim Berners-Lee, creator of the Web and coordinator of the World Wide Web Consortium, has paid tribute to the role volunteers have played in developing the computer systems, network protocols and internet applications that form the basic technological pillars of the information society. A high profile example of this is the Linux operating system created by Linus Torvalds with assistance from volunteer systems developers and programmers all over the world. Countless online or “virtual” volunteers have also played a part in disseminating information and promoting development. Online opportunities have facilitated the involvement of individuals who might not otherwise have been available to assist organizations. Online volunteering has also created space for the involvement of people who find it difficult to engage in on-site volunteering such as those with home-based obligations, people with disabilities, and people living in remote areas.

What to Do?

- Include volunteers as equals in the information sharing process so that they are empowered to use their knowledge, creativity, and potential to the full. Community volunteers in particular are often not fully briefed about the aims of development interventions. Ensure they have the opportunity to feed back their expertise and opinions.
- Harness the capacity of volunteers, particularly local volunteers, to act as knowledge brokers between communities and their needs and the wider possibilities inherent in the knowledge economy. The role of information brokering is often little recognized, let alone formally exploited in projects.

- Involve volunteers in projects that employ information communication technology to help forge community level linkages and increase the involvement of disadvantaged population groups in knowledge benefits. Volunteer involvement should begin at the project design stage to help ensure that information needs of the disadvantaged groups are fully understood and factored in.
- Think creatively about how volunteers and new technologies together can assist projects to reach desired objectives. There is vast potential for voluntary action through digital technology, yet this resource tends to be under-exploited.

Example:

A project in cooperation with the Government, UNDP, UNV, and the private sector to establish a network of Technology Access Community Centres (TACCs) in rural communities in Egypt demonstrated how mixed teams of national and international volunteers were able to act as knowledge brokers, ensuring that project aims were readjusted in the light of community needs.

The project found that whilst many initiatives such as translation of WebPages failed to reach a wide audience, alternatives not originally envisaged were eagerly received. For example, health and hygiene information available on to the Internet to young women was accessed and provided in alternative, more accessible formats. Women were initially hesitant when faced with the new technology. With the assistance of volunteers they knew and trusted, they were soon searching the Web independently and discovering the resources available to them. The young women - who had previously been unable to access the new technology and had been unaware where they could find relevant health information - explained that they felt more comfortable attending the volunteer

supported environment of the TACCs than they did in private cyber cafes.¹³

Example:

NetAid is a non-profit organization set up in 1999 and is supported by UN agencies and the private sector. Through a combination of tools, activities and campaigns, NetAid heightens awareness of global poverty and promotes creative ways people can get involved in reducing extreme poverty. One of the tools it uses to do this is the NetAid online volunteering service, developed and administered by UNV.

World Computer Exchange (WCE) offers an example of how a development organization with limited capital and human resources can maximize its resources and global reach through volunteers. WCE is linked up to the NetAid online volunteering service and relies on the knowledge, expertise, and ideas of community volunteers around the world. This has enabled them to expand their operations and help in their goal to get the youth of Africa, Latin America, Asia and the Middle East online through the collection and redistribution of donated computers, networking equipment, and software. Tim Anderson, head of the organization has commented that “Many of the volunteers ...serve as the eyes and ears of our organization. They help us find out about local partners and other services that are necessary for helping us reach our goals”.¹⁴ Four of WCE’s 11 offices around the world have been set up by online volunteers – these volunteers in turn have sourced volunteers to help run operations.

3. Thinking about volunteers in terms of their cost reduces their value

Utilizing community self-help groups and unsalaried individuals, or integrating personnel from volunteer service agencies is often seen as an effective way to achieve development results at low cost. However, planning volunteer inputs whilst thinking predominately in terms of the money

involved diminishes the true value of volunteer endeavour. It can undermine strategic thinking and expected results. The role of volunteerism in development should be viewed as a worthy approach that can bring high returns in many different contexts. The collective action of volunteers, though often composed of many small scale acts, can cumulatively lead to enormous change, as the Mine Ban Treaty illustrates.

What to Do?

- Decide at the outset the most appropriate mix of volunteers for the task in hand, based on the strengths which volunteers from different backgrounds (local, national or international) bring and plan on the basis of desired results rather than just budgetary considerations.
- Provide effective support and clear direction for volunteers and consider providing remuneration in relation to mutually agreed outputs and timeframes and management training for those with volunteer oversight responsibilities. Performance reviews and feedback help volunteers to feel part of a team with common goals.
- Assess the need for training and provide it where necessary. As with salaried employees, training increases the ability of volunteers to perform effectively and boosts their impact. Training is also a tangible way of recognizing and showing appreciation for volunteers.

Example:

The Local Development Programmes (LDPs) of the United Nations Capital Development Fund (UNCDF) aim to support the democratization process in least developed countries by opening up planning processes to increased community participation. The LDPs include a participatory approach to the provision of infrastructure services to communities. Their experience in the operation and

maintenance of such services suggests that management of installations by local community volunteers is a good sustainable, cost-effective option for some small-scale facilities which increases community ownership. However UNCDF advise that provision be made for training and capacity building of volunteer community groups. The additional small investment involved helps to secure and maintain the value of the infrastructure assets.

Example:

More than 200,000 people in Texas, USA help support local government through volunteer programmes whose value, according to a recent study by the RGK Philanthropy and Community Service Center, is in excess of US\$35 million.¹⁵ This level of contribution is made possible by employing highly structured volunteer management models that include support and training for volunteers and managers. Centralized models of management are used for delivering initiatives which rely on large-scale volunteer participation and employ dedicated volunteer management staff. Decentralized models of volunteer management are used for discrete projects whilst community-based interventions rely to a large extent on collaboration with the volunteers of independent non-profit organizations. Hybrid models also exist which combine elements of all three strategies. Investment in volunteer support and management is dramatically repaid not only through the monetary boost which volunteers bring to the state budget but also through the increase in civic awareness and engagement.

Example:

In 1983 as a result of consultations in Geneva between UNICEF and a representative of the city of São Paulo, an organization called the Pastoral da Criança started up in Brazil under the leadership of Dr Zilda Arns Neumann. The work of the Pastoral led to a drop in child mortality of 60%.¹⁶ The ground-breaking methods of

the Pastoral da Criança – which are now being reproduced across Latin American, Asia and Africa – relied on the mobilization and rigorous training of teams of community volunteers, who in turn trained other volunteers. The technique revolves around three main activities - monthly house visits, Weigh Days, and community education. It is firmly rooted in a community context and draws heavily on ties of solidarity and support. Without consistent volunteer training and follow-up the Pastoral would have been unable to deliver its impressive results, including strong community ownership.

4. Harnessing volunteerism to fight HIV/AIDS is critical in mitigating the spread and the effect of the pandemic

The HIV/AIDS pandemic is a development problem that requires a multi-sectoral, holistic response. One of the core strategies underpinning the global fight against the disease is support for community action. This depends on the efforts of large numbers of volunteers including community activists, counsellors, peer educators, and people infected and affected by HIV/AIDS. The national response in many countries with high prevalence rates relies, in the absence of widespread state funded health care programmes, on volunteers to supply critical inputs such as home-based care and support to people who have developed full-blown AIDS. As the disease erodes national capacity in critical areas, volunteerism has demonstrated ways in which that erosion can be halted and skills rebuilt.

What to do?

- Support volunteering roles in prevention activities. Local and international volunteers in host communities build up relations of trust and understanding that facilitate the dissemination of sensitive information. Volunteers who are not

from the host society can successfully challenge stigma and discrimination. They are perceived to a large extent to be outside the cultural norms, yet are trusted interlocutors.

- Promote the greater involvement of people living with HIV/AIDS in volunteer initiatives which address HIV/AIDS and, through a process of facilitated self-reflection, ensure that they are prepared for the hostility they may encounter. In turn, provide support and training to supervisors of PLWHA volunteers to enable them to respond effectively.
- Encourage capable and motivated local, national and international volunteers working in non-HIV/AIDS related placements or roles to act as change agents by mainstreaming HIV/AIDS awareness activities throughout their work. This approach works most effectively if suitable entry points can be established at the outset. Effective training and screening are needed to ensure that volunteers are both willing and empowered to carry out this task.
- Focus on the ability of volunteer capacity-building placements within AIDS service organizations (ASOs) to produce a multiplier effect. Volunteers who provide organizational development advice or management assistance (e.g. improving finance systems or redefining business strategies) not only heighten the efficiency of an organization but also, through their interventions, allow the ASO to operate more efficiently and to have an impact on the services offered to clients.
- Support and sustain the carers. Most home based care (HBC) for patients in the final stages of the disease is provided by unpaid and unrecognized volunteers, generally women. When traditional coping mechanisms begin to fail, the burden of care can become intolerable. Supporting and motivating

HBC volunteers, who often live in poverty themselves, is one way of recognizing their contributions. This can involve, for example, providing training to allow volunteers to develop marketable skills, and distributing non-financial incentives such as food parcels.

Example:

By the early 1990s the district of Mae Chan in Thailand had the highest infection rate in the country. By 2000 however, Mae Chan's success in rolling back the disease was being hailed as a model for good practice throughout the region. Community mobilization and volunteer response lay at the heart of the turn-around as Lee Hah Hsu, Manager of UNDP's SE Asian HIV and Development Project comments, "What makes Mae Chan special is that it is the first time in the history of the epidemic that so many sectors of a community have banded together to fight against HIV/AIDS".¹⁷

The response was kick-started by the head of the local hospital who mobilized the community and coordinated the response through voluntary networks of patients, families, youth groups, religious organizations and hospital staff. Self-help groups were established to promote income generation and community education meetings were held to raise awareness.

Example:

In 2001, the UK Department for International Development (DfID) in association with the UK Community Fund and Dutch PSO funded a £2 million project implemented by Voluntary Service Overseas (VSO) in order to put international volunteers at the heart of innovative ways to tackle the HIV/AIDS pandemic in the high prevalence countries of Southern Africa.

The VSO Regional AIDS Initiative of Southern Africa (VSO-RAISA) has placed flexibility and responsiveness at its core, working with partners ranging from community-based organizations, faith-based

groups, international NGOs, and governments. By emphasizing volunteer based capacity building initiatives within national institutions and groups, RAISA focuses on enhancing the national and regional response at all levels and aims to generate a multiplier effect in order to maximize the impact of individual volunteer assignments. The programme has institutionalized mainstreaming, requiring all volunteers who wish to take up posts in the region to be first committed to finding ways to tackle the pandemic, no matter what their particular technical expertise might be.

5. Volunteerism in post-conflict and crisis situations offers a powerful way to aid the building of trust within and between communities

In order to reach the Millennium Development Declaration goal of halving the number of people living in poverty by 2015, the international community needs to address the issues of crisis prevention and recovery. Intra and inter state conflict produces millions of internally displaced people and refugees, drastically reduces previous development gains, and exacts a toll in terms of human misery and loss which is impossible to measure.

Peace can be agreed by high-level leaders gathered around negotiating tables, but such accords must be matched by initiatives which promote the ability of society to deal with and overcome conflict in the short, intermediate and long term. Peace building requires that communities learn to both address the past, adjust to the present, and plan for the future. Networks must be fostered within society that re-broker community relations and reconnect the fibres of trust and reliance.

In this context, voluntary activity provides a practical demonstration of the survival of humanitarian ideals and it can play an important role in reconnecting people who have been divided. For communities,

conflict often creates a deep sense of powerlessness. Supporting initiatives that contribute to empowering local people to resume control of their communities through voluntary engagement and action is a way to redress this situation.

What to do?

- Support volunteers as agents for constructive change. International volunteers are regarded as impartial and, by virtue of the trust they enjoy, can help nurture community peace initiatives and forge horizontal ties amongst such groups. Their contributions are enhanced when they work alongside local and national volunteers who possess contextual knowledge and whose presence is vital for sustainability and capacity development.
- Promote the involvement of volunteers who can act as information conduits to ensure that reconstruction initiatives at the community level are brought to the attention of actors who work at higher decision-making levels. Such channels of information need to be institutionalized for them to function at their full potential.
- Advance volunteerism as a way of working with people who possess the process skills that are often crucial in peace-building. Communities emerging from conflict are sensitive to the values which organizations and individuals bring. Volunteers are well-placed to be ambassadors of peace-promoting values of participation, respect, mutual learning, and celebration of cultural diversity.
- Ensure that volunteers working with community peace-promoting activities are given the financial and material resources to carry these out in a timely and effective manner. In the dynamic and fluid environment that prevails in crisis and post-crisis countries, time-

sensitive responses are crucial. For communities divided by suspicion, relations of trust can be damaged if promised inputs fail to materialize until they are too late.

Example:

Following civil conflict in Georgia, UNV supported a bridge building project which employed national and international volunteers in Abkhazia, Javakheti, Western Georgia and the capital, Tbilisi. The project promoted dialogue amongst the communities and built conflict resolution skills amongst civil society organizations. Work with youth through a series of volunteer peace camps was particularly successful. National volunteers played a critical role in challenging perceptions and enabling communities to reflect on their situational reality and adopt alternative behavioural strategies. Their partnership with international volunteers allowed each other's contributions to peace building to become a "mutually reinforcing mechanism".¹⁸ The volunteers were able, by virtue of their community level focus and relations of trust, to work in areas where more overt political involvement would have been impossible. In doing so their work also became entry points for later, higher-level dialogue.

Example:

UN Volunteers deployed in peacekeeping missions formed Action Teams amongst themselves in order to find new avenues for the expression of volunteerism. In the Democratic Republic of Congo, national and international volunteers serving with the UN Mission, MONUC, took their inspiration from a local Lingala word, 'Basungi', which means "those who help others". They formed partnerships with local people and, using their contacts with UN agencies, raised funds and official interest in renovating schools in Manonu and Goma which were destroyed during the war and the volcanic eruption of 2002; and organized fundraising events for local HIV/AIDS awareness projects including

support for orphans and vulnerable children.¹⁹

Example:

Australian Volunteers International (AVI) places volunteers in both crisis and non-crisis developing countries. Their experiences of working in Afghanistan, Bougainville, Cambodia and East Timor both during and after the conflict are predicated on the belief that solidarity expressed through volunteerism is a strong tool to build a peaceful and just world.

From 2002 – 2003 AVI deployed Australian volunteers in Afghanistan in support of a project to build the capacity of Afghan NGOs. The evaluation noted the ability of the international volunteers to act as networkers, linking local NGOs and CBOs with donors and hence contributing to the stabilization of their funding bases. Local organizations which worked with the volunteers felt that the success of the assignments overall was strongly linked to the additionality they brought due to their status as volunteers. The importance of the way in which the volunteers worked was highlighted: "It was evident that an important part of this contribution was embedded in the nuances and subtle negotiations involved in exchanging skills, knowledge and attitudes across the boundaries of different cultural systems and practices".²⁰

¹ UNV. 'Volunteerism and the MDGs'. 2003.

² A/56/288, 14 August 2001, p3, para 11.

³ The ESSENTIALS of October 2002 on the topic of 'Civic Engagement' offers further analysis and lessons specifically on interaction with civil society.

⁴ UNV / Institute for Volunteering Research.

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⁵ ATD Fourth World. 'Volunteering & Social Inclusion', 2000.

⁶ UNV / Institute for Volunteering Research, 1999.

⁷ UNV / Institute for Volunteering Research, 1999.

⁸ A/RES/56/38, p3, Annex 1, para7. For more information on the gender dimensions of participation see I. Guijt & M.K. Shah, 'The Myth of Community: Gender Issues in Participatory Development', 1998.

⁹ Evaluation Report KYR/98/V01 UNV's Contribution to the Decentralization Component', 2003, p9.

¹⁰ Kumi Naidoo, Secretary General, CIVICUS, 6 February 2001.

¹¹ UNDP / UNV. Promoting Youth Volunteer Contributions to Local Development in Azerbaijan, 2003.

¹² Bev Russell. 'The Contribution of South African Voluntary Sector to Sustainable Development', 2002, p2.

¹³ UNV. Technology Access Community Centres EGY/99/V01, 2001.

¹⁴ <http://www.netaid.org/ov/stories/stories>

¹⁵ RGK Center / University of Texas. 'Investing in Volunteerism: The Impact of Service Initiatives in Selected Texas State Agencies', 2002, p1.

¹⁶ UNICEF, 'State of the World's Children 2001', p17.

¹⁷ UNDP, Thailand Human Development Report 2003, p50.

¹⁸ UNV. Review of UNV's Involvement in Conflict Resolution and Confidence Building, 2000, Section 4.2.

¹⁹ UNV. 'Report: UN Volunteers and the Basungi Projects in 2003', 2003.

²⁰ AVI. Afghanistan Capacity Building Project Evaluation, 2003, p33.

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 UNDP – United Nations Development Programme
<http://www.undp.org>
 UNESCO – United Nations Educational, Scientific and Cultural Organization
<http://www.unesco.org>
 UNFPA – United Nations Population Fund
<http://www.unfpa.org>
 UNICEF – United Nations Children's Fund
<http://www.unicef.org>
 UNIFEM – United Nations Development Fund for Women
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<http://www.unvolunteers.org>
 The World Bank
<http://www.worldbank.org>

Other Resources

ADB - Asian Development Bank
<http://www.adb.org>
 ATD Fourth World
<http://www.atd-quartmonde.org>
 AVI – Australian Volunteers International
<http://ozvol.org.au>
 CECI – Canadian Centre for International Studies and Cooperation
www.ceci.ca

CIVICUS
<http://www.civicus.org>
 Development Gateway
<http://developmentgateway.org>
 DFID – Department for International Development
<http://www.dfid.gov.uk>
 EU – European Union
<http://europa.eu>
 GTZ – Deutsche Gesellschaft für Technische Zusammenarbeit
<http://www.gtz.de/publikationen/english>
 ICP – Innovations in Civic Participation
<http://www.icp.org>
 IFRC – International Federation of Red Cross and Red Crescent Societies
<http://www.ifrc.org>
 International Campaign to Ban Landmines
<http://www.icbl.org>
 INTRAC – The International NGO Training and Research Centre
<http://www.intrac.org>
 NetAid Online Volunteering
<http://www.netaid.org/ov>
 Oxfam GB
<http://www.oxfam.org.uk>
 Peace Corps
<http://www.peacecorps.gov>
 SIDA – Swedish International Development Co-operation Agency
<http://www.sida.org>
 SCF – Save the Children
www.scfuk.org.uk
 VSO – Voluntary Service Overseas
<http://www.vso.org.uk>
 World Volunteer Web
<http://worldvolunteerweb.org>

The *ESSENTIALS* series summarizes and synthesizes main lessons learned and recommendations made by UNDP and other development agencies on selected subjects. It is designed to provide UNDP country offices and headquarters easy access to lessons learned from evaluations.

Evaluation Office (EO)
 United Nations Development Programme (UNDP)
 One United Nations Plaza
 New York, NY 10017

Telephone: (212) 906 5095
 Fax: (212) 906 6008
 Intranet: <http://intra.undp.org/eo>
 Internet: <http://www.undp.org/eo>