



VOLUNTARIADO DEL FUTURO: NUEVOS PARADIGMAS

Reunión Latinoamericana de Líderes de Voluntariado
Lima, Perú | 15-17 de Setiembre

REPORT



International Association for Volunteer Effort



CLAVE
CONSEJO LATINOAMERICANO
DE VOLUNTARIADO EMPRESARIAL



WHY A MEETING OF VOLUNTEERING LEADERS?

Over the past 20+ years IAVE has had a rich record of convenings in Latin America – two World Volunteer Conferences (Panama in 2008 and Mexico City in 2016), seven “open enrollment” Regional Conferences in Latin America (in Costa Rica, Venezuela, Bolivia, Colombia, Ecuador and Guatemala), and one Convening of IAVE National Representatives in the region (Costa Rica in 2015). Also, the 2001 Global Youth Volunteer Summit was held in Colombia.

For 2019, we wanted to take a new approach – a “by invitation” Convening of key-leaders from throughout the region to focus on critical issues that will shape the future of volunteering, to create together a plan of action and to lay the groundwork for a sustained partnership to achieve that plan.



For IAVE to remain in our position as the primary global leader for volunteering, it is important that our convenings continue to evolve to meet changing interests, realities and priorities in the field and of new audiences. Thus, we are committed both to taking new approaches within our proven convening frameworks and to trying new models to fulfill our mission to “enable leaders of volunteering worldwide to stand in solidarity with one another to promote, support and celebrate volunteering in all of the many ways it happens throughout the world.”

OBJECTIVE

TO CONVENE THE VOLUNTEERING LEADERS FROM THROUGHOUT THE REGION TO COLLECTIVELY DESIGN THE VOLUNTEERING SCENARIO OF THE FUTURE

WHAT ARE POTENTIAL FUTURE SCENARIOS FOR VOLUNTEERING IN LATIN AMERICA? • WHAT ARE THE CHALLENGES AND BARRIERS TO REALIZING THOSE CHALLENGES? • HOW DO WE ADDRESS THOSE CHALLENGES? WHAT RESOURCES DO WE COMMAND TO DO THAT? • WHAT IS OUR SHARED AGENDA FOR ACTION? • WHERE DO WE GO FROM HERE, TOGETHER?

ORGANIZERS



International Association for Volunteer Effort

THE INTERNATIONAL ASSOCIATION FOR VOLUNTEER EFFORT (IAVE)

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

IAVE’s work is concentrated in four core functions: 1. advocacy, recognizing the importance of volunteering and supporting the creation of an enabling environment that supports it; 2. knowledge development and dissemination, through research and organized learning activities; 3. network development, such as through our Global Corporate Volunteer Council (GCVC) and our Volunteering Leadership Global Network, and 4. convening, through our renowned world and regional conferences and summits.

WITH THE LOCAL SUPPORT OF:



IKIGAI is a social laboratory focused on the design, structure and development of social strategies aligned to the purpose of each company.



CLAVE
CONSEJO LATINOAMERICANO
DE VOLUNTARIADO EMPRESARIAL

EL CONSEJO LATINOAMERICANO DE VOLUNTARIADO EMPRESARIAL (CLAVE)

CLAVE The Latin American Council on Corporate Volunteering is a space for innovation and shared creation in corporate volunteering for the sustainable development of the region.

Since its foundation in 2015 its members have worked together to promote and strengthen corporate volunteering in Latin America. CLAVE partners with leading companies to elevate social responsibility standards in the region, further developing the importance of corporate volunteering while using their testimonies as a source of inspiration amongst peers.



JUGUETE PENDIENTE is a nonprofit civil association working on the design, management and execution of social projects for communities under risk, with the sole purpose of generating a positive impact that improves their quality of life.



PARTICIPANTS

98

PARTICIPANTS FROM
20 COUNTRIES

11 FACILITATORS



THE METHODOLOGY WAS DEVELOPED IN WORKING GROUPS WITH THE PARTICIPATION OF 4 SECTORS:



CIVIL
SOCIETY



ACADEMY



CORPORATE
SECTOR



GOVERNMENT

PARTICIPANTS

ARGENTINA

Maria Bullrich | Banco Galicia
Enzo Dotto | DIRECTV
Oscar García | Universidad Nacional de San Martín
Maria Laura Tortorella | Banco Galicia
Cassain Luciana | Telefónica
Susana Tassara | Disney
Bélen Urbaneja | The Walt Disney Company Latin America

BOLIVIA

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Samuel Cabero | Consejo Nacional del Voluntariado (CONAVOL)
Andrea Henao | Red Universitaria de Jóvenes Emprendedores
Silvia Meruvia-Landers | Centro Boliviano de Filantropía (CEBOFIL)

BRAZIL

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Marcela Guillibrand | Red Voluntarios de Chile
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María Fernanda Perez Restrepo Ferres | DIRECTV
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COSTA RICA

Sofia Mejia | Habitat para la Humanidad Internacional

CUBA

Rolando Verdecia | EDAN América Latina

ECUADOR

Mario Gomez Fernandez | Telefónica
Verónica Orbea | CACPECO LTDA.
Rocio Vergara Chalhoub | UNV Ecuador

EL SALVADOR

Johamy Alabi | Special Olympics

GERMANY

Katrina Borromeo | UNV

GUATEMALA

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Carmen Chavarria Ortega | Centro de Voluntariado Guatemalteco

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Ester Chavarría | Grupo Terra

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Marcela Cristo Vaca | AB-InBev Middle Americas
Dania Franco | World Vision México
Sara Maria Ling Garcia | CEMEX
Carlos Madrid | Junta de Asistencia Privada del Distrito Federal
Ausencio Miranda | Centro Mexicano para la Filantropía, A.C.
Lourdes Sanz | Cemefi (Centro Mexicano para la Filantropía, A. C.)
Juana Monica Torres Ibarra | Telefónica
Jorge Villalobos | Cemefi

PANAMA

Inova Castillo | Canal de Panamá
Walter Cotte | IFRC
Larissa Gomez | Banco General
Piera Zuccherin | UNV Regional Office

PARAGUAY

Eunice Rivas | Secretaría Técnica de Planificación del Desarrollo Económico y Social

SPAIN

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Francisco Moro Gutierrez | Telefónica
Carlos Ignacio Palacios | Telefónica

PERU

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Oscar Bravo Castillo | Cenrto Nacional del Voluntariado CENAVOL Perú

Margarita Briceño | Proa
Gemma Canepa | Backus
Diego Chacón | Asociacion Civil Voluntades
Alessandra Contreras | Banco de Crédito del Perú
Juan Carlos Cuzcano | Asociación UNACEM
Rolando Davila | DIRECTV PERU
Pilar García | Cuso International
Elsa Grandez | Belcorp
Nicholas Hamsen | Crea Mas Peru
Antonio Herrera | Municipalidad Metropolitana de Lima
Janina Herrera | Fundación Backus
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Mariana Iturrizaga | PNUD
Raquel Davila Rojas | Juguete Pendiente / Warmipura
SIlvia Mindreau | Universidad del Pacífico, Centro de Liderazgo, Ética y Responsabilidad Social
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Carina Raygada | BCP
Jonathan Rossi | TECHO
Sandra Salcedo | Presidencia del Consejo de Ministros
Gaia Sangiorigi | France Volontaires
Yohana Silupu | SIDERPERU
Manuel Silva | Backus
Jaime Ulloa | Asociacion Trabajo Voluntario
Ze Everaldo Vicentello | ESCUELA PARA EL DESAROLLO

UNITED STATES

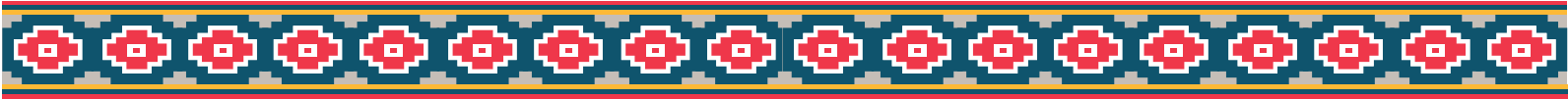
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Iraida Manzanilla | IAVE
Francisco Marval | Dividendo Voluntario para la Comunidad A.C.
Gabriela Nones | UNDP
Ana Torres | Telefónica





PROGRAM

Day 1 - Sunday, September 15th

Opening Event

Casa Goyeneche BCP

Day 2 - Monday, September 16th

Welcoming

Words by representatives of IAVE and CLAVE

LATAM Perspectives Presentation

International Organizations, Civil Society,
Corporate Sector, Government and Academy

Latin America: Multiple Challenges, One Region

Organization of the Working Groups
Presentation of the Methodology and the Rules of the Game

World Cafe

Hunting Trends: Designing Scenarios

Organization of Groups by Sectors
Presentation of Trends
Selection and Challenge Prioritization

Ideation

Volunteers and Beers

Presentation, Networking and Open Mic

Day 3 - Tuesday, September 17th

Welcoming

Review of the work of the previous day

The Volunteering of the Future: Assuming Commitments

Objective Prioritization by Region and Sector
Definition of Initiatives and Activities
Definition of Work Teams, Leadership and Follow Up

Sharing

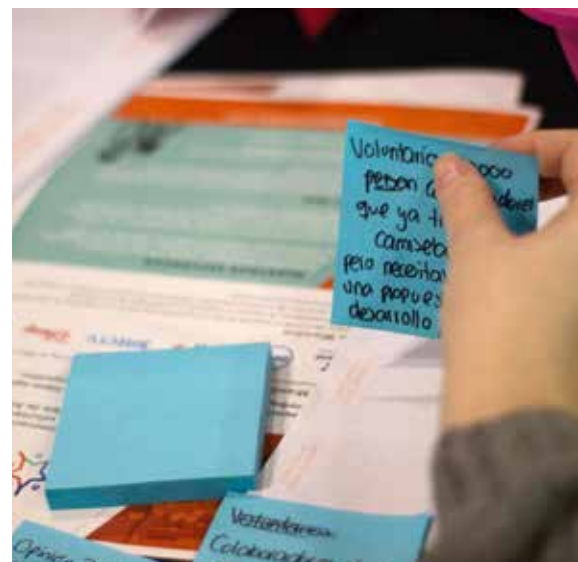
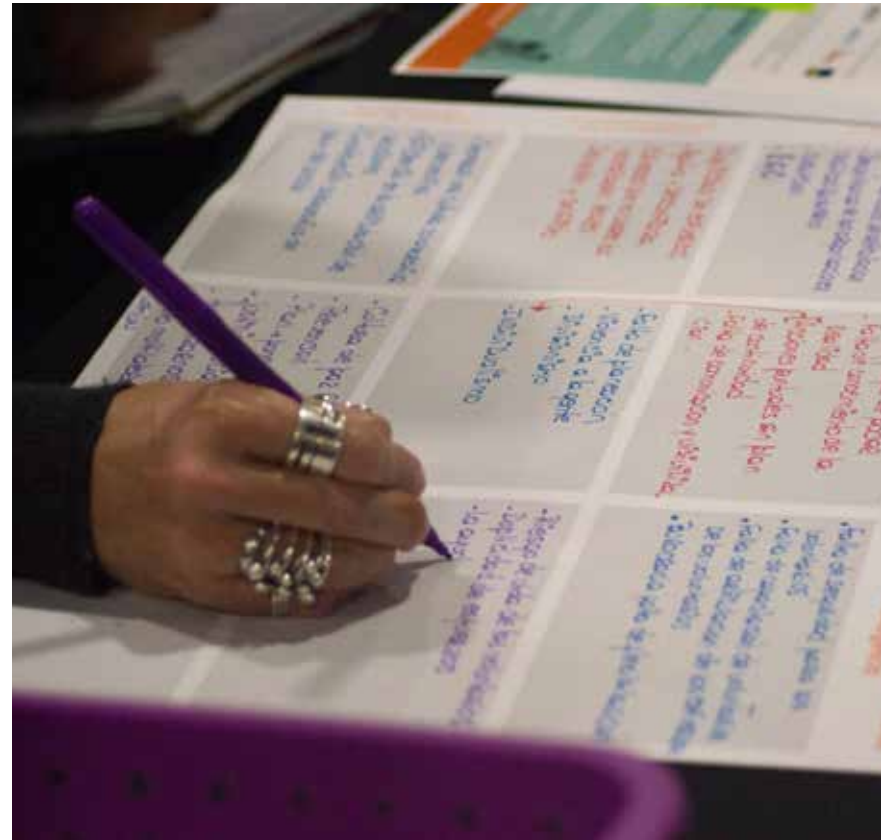
Presentation of Action Plans



METHODOLOGY AND RESULTS

We developed a participatory methodology that, taking into account the challenges previously identified through a series of consultations, allowed us to use the knowledge and creative skills of participants to develop a collective vision on the future of volunteering in the region. The methodology was divided into three moments:

1. Latin America: Multiple Challenges, One Region.
2. Trend Hunting: Designing Scenarios.
3. The Volunteering of the Future: Assuming Commitments.



LATIN AMERICA: MULTIPLE CHALLENGES, ONE REGION.

We worked in 10 mixed groups (countries and sectors), each representing a major volunteering challenge. A discussion guided by the facilitators allowed participants to analyze the realities of these challenges and reach initial consensus. The list of challenges is presented next.



MAKE PROPER USE OF NARRATIVES WHILE REFERRING TO VOLUNTEERING

Identify who is our audience: To whom we tell

Nowadays, there is a general belief that volunteers are a cheap workforce, without taking into account the important value achieved on their personal and professional development by executing these actions. There is an important transformational value on its exercise. In that sense, there is no common narrative being told.

Modern platforms offer new opportunities to recruit allies, to show and to offer activities, and to hold a bidirectional communication. In order to achieve an effective narrative, it is important to correctly identify those audiences to whom we are telling (punctually defined stakeholders).

With an eye to grant effective communication, building narratives adjusted to specific stakeholders is key, by using representative elements from their daily practices. In that way, commitment is generated as something organic rather than imposed.

Build a proper narrative: What and how we tell it

It is important to guide narrative construction 'from the field' to ensure it is understood, and that the personal transformation involved is valued (beyond altruistic objectives). That's why, today messages are built in a more personal way, through stories and testimonials, 'humanizing communication'.

In the same line, messages shouldn't stop showing the global impact volunteering actions have, so as to ensure that volunteers feel they are part of a movement, rather than isolated efforts. To make this communication more effective, it is vital to bear in mind informative and cultural gaps that might exist for the audience, so that bridges are built avoiding isolation.

Likewise, attention should be paid towards the risks that poorly constructed narratives could have, sending morbid or opportunistic messages. In that sense, messages and communication platforms should be carefully selected, bearing in mind the audience to whom we are addressing.

Analyze strategic impact of our messages

It is crucial to pick spokespersons for each sector, so that a complete volunteering experience filled with ethics and leadership, is shapen and shared. In the same line, previous volunteer training for communication is essential. This would prepare them to be the best possible ambassadors of the project they are being part of, modelling their profiles to the project's needs.

Maintaining a vast array of approaches according to each type of audience is critical. To identify communication success, diagnosis with key performance indicators could be executed. External positioning rankings could be also of help. Collecting good practices would articulate efforts in order to share in good will, rather than competing among organizations or companies.

INCENTIVIZE PROPER MEASUREMENT OF VOLUNTEERING IMPACT

Go beyond the variables that are traditionally measure

Today there is no standardized form of measurement for the qualitative part of volunteering, specifically for socio-emotional indicators, since it is very abstract and unique. Although there is an outlook from what the company or organization dedicates in terms of resources (training hours, number of donations, number of volunteers), what happens as a result of these interventions isn't necessarily measured.

Organizations need to homogenize their language to align expectations of how to achieve the impact that everyone refers to. As a result, there would be accurate information about the return on social investment and information on the profitability of volunteer actions for the company.

In this regard, it was suggested to make use of accessible online tools that allow self-assessments for volunteers and organizations, in order to get treatable data to compare experiences. In-depth interviews could be a good technique to obtain more information on this matter

Understand that each context has a unique measurement protocol

Rather than joining forces to systematize the measurement of impact, we must make visible who is involved and where, in order to complement each other. We must stop measuring without clarity, considering that there are interventions that generate impact on their own.

The vast majority of volunteer interventions are tactic and for culture generation. They do not necessarily solve or respond to a specific social problem. There are different agendas that seek for different things from volunteering, and each one measures what interests them. There is not necessarily a correlation or coordination at the country level among all the organizations involved.

Considering that each context has its own peculiarities, the idea of developing measurement tools and indicators with the beneficiaries of the volunteer programs was suggested, where they are responsible for validating the proposed solutions according to their real needs.

Develop appropriate and sustainable measurement protocols over time

Many times volunteering action measurements are done, but they don't necessarily describe what happens within the community; missing routes to track. At this point, it is very important to execute a joint work to create and validate metrics that are really useful, attainable and representative; empowering communities to participate in this process.

The new measurement protocols could be framed in the commitments of the 2030 Agenda, calling for social, private and governmental actors to think about the protocols and indicators for measurement. These should be contained in a regional cadastre that dictates guidelines to measure according to the particular characteristics of each project or program.

GROWTH AND CONSOLIDATION OF STRATEGIC ALLIANCES FOR VOLUNTEERING

Forge alliances with strong objectives in all sectors and at all levels

In the context of volunteering there are many duplicated efforts, given that the organizations or companies in question do not work with each other, limiting the impact that these efforts could have if they were articulated through strategic alliances. While some already exist, they should become durable and consider the multi-stakeholder and multi-level profiles involved.

In that sense, the corporate, civil society and the government must be brought together through formal intersectoral networks with long-term objectives, suggesting IAVE and CLAVE as centralizers. In this way, it will be possible to increase the confidence of the institutions involved, establish macro objectives, determine a common point between the political agenda and social needs, generate effective financing mechanisms and share success stories to be replicated

Establish a baseline under which these alliances are built (with elements of communication, strategy and monitoring)

Currently, there is no cadastre of social organizations or unified measuring instruments. Measurement must be carried out with impact indicators that serve to recognize volunteering work. In addition, many times organizations or companies do not want to share their work due to a competition mindset. This should change to give rise to an integrated ecosystem where success stories and learning from volunteer programs are communicated.

The internal and external communication of the results are fundamental for the efficient development of alliances and for them to be able to involve employees as spokespersons. Thus, mutual commitments (organization/company/government) that can generate impact must be generated. These alliances must always be accomplished and observed with an evaluation; therefore, they must begin with a baseline study to be able to measure the impact of such an alliance.

Enable the development of joint programs that raise the status of volunteering

The establishment of benefits for volunteering work would increase the status and value of the work that is carried out, without neglecting the active participation of the volunteer in decision-making for the projects of which they will participate. It is very important to accompany this recognition with continuous training, which is linked to the objectives that each of the projects has, in order to shape a more attractive value proposal and reduce the high turnover rates.

In parallel, it is very important to systematize the best ideas, communicate the work that is done and measure it properly. This work can be consolidated through internal management policies, in coordination with the various stakeholders involved that train talent and can actively participate in the volunteer preparation. In order to guarantee long-term results, it is important that the inclusion of beneficiary communities in these processes is ensured for decision-making.

APPROPRIATION OF NEW MODALITIES/WAYS OF VOLUNTEERING

Promote a volunteering vision that considers human design centered innovation

Nowadays there are many obstacles that prevent human-centered innovation, such as: assistentialism culture, lack of human and economic resources, lack of opportunities for marginalized populations in formal volunteering, lack of communication and dissemination, lack of joint vision of volunteering and lack of strategies for innovation. The establishment of national education policies with an impact on volunteering would also be of great contribution, enhancing the benefits that this promotes by highlighting the social capital that it generates for society.

Volunteers are not always included nor heard in the design phase of the activities/projects. In that sense, it is important to generate co-creation spaces that consider the interests of volunteers, so that direct loyalty is obtained from their participation. We could use digital platforms to facilitate recruitment and volunteer management. There, we will be able to find a vaster diversity of profiles and capabilities.

Thoroughly identify different forms of volunteering (advocacy, online activism, volunteering through ICT, etc.)

Today, things are still being done as usual, without taking volunteers out of their comfort zone. There are no structures that actively advocate for innovation, and there is a low understanding and knowledge of new models. Likewise, the connection of the volunteers with the impact of the work they are doing is not being adequately highlighted. Along with this, it is necessary to establish mechanisms to share good practices, have competitive funds and conduct a professional registry of volunteers.

In that line, it is important to demystify the use of technology to recruit and volunteer. ICTs open a whole new range of possibilities to bring information closer and connect it with people. These deploy highly effective communication channels, and also provide opportunities for the work that international online volunteers can do, promoting creativity through all their projects from all corners of the world

Implement new volunteer models according to the different contexts

There is very little knowledge about the new generations, their interests and their causes. This is detrimental for designing volunteer models according to a new reality, due to the lack of information around them. Given this, volunteer leaders focus and stay on a comfort zone, and do not design thinking about the volunteer or the community, but instead jump to solutions without analyzing the problems per se.

In view of the above, it is important that educational institutions, as well as NGOs and companies, seek to match the professional and personal dimensions from an approach that involves and integrates different generations. Establishing a job consistent with each person's academic or vocational training will enhance having professional volunteers in various categories. At the same time, it will give greater institutional strength in order to find funding opportunities.

PROMOTE THE DEVELOPMENT OF VOLUNTEERING PUBLIC POLICIES

Create enabling environments to promote volunteering public policies and their benefits where they are present

The situation of political instability in Latin America results in a lack of continuity for the projects between one agenda and the following. We face a corruption context in which it is very difficult to establish good relationships between the government and companies or civil society. In that sense, the promotion of policies for the benefit of volunteering brings a very politicized discussion around it.

Most States do not have the know-how to promote an environment that favors volunteering. Given the context in which they operate, governments must act as articulators, and not as leaders because of instability and corruption. It is important that protection mechanisms are developed to incentivize companies and organizations that have progress and mark milestones in volunteering, so that they do not vanish if the administration changes.

Strengthen mechanisms for volunteer participation at the local, regional and national levels for policy building

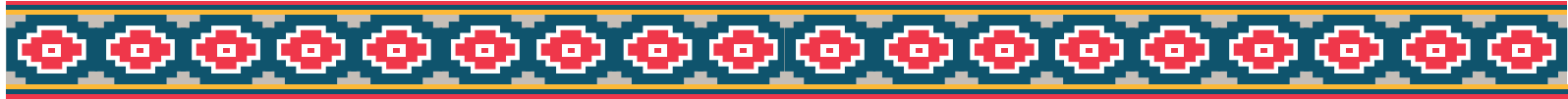
In general, citizens have very little information regarding the volunteering ecosystem. There is not much recognition from the government towards projects that are being executed, which means that citizens do not get involved nor recognize their role in the generation of public policies.

It is vital to identify an entity that leads volunteering to coordinate efforts from the corporate sector and civil society. This would allow to draw a country agenda that later advocates laws and benefits from the government. Consequently, measures could be provided to upgrade volunteering work, such as: teaching a culture of service in educational institutions, recognizing the different types of volunteering and offering flexible participation conditions to increase involvement.

Facilitate and promote volunteering from the government through legislation that allows access to resources

The root problem identified is that volunteering is not included as part of the government’s budget, so there is no established role to generate laws or recognize the work. A country agenda where volunteering is recognized and prioritized in coordination with municipalities and local governments should be developed to achieve a greater impact.

Likewise, promotion efforts should be increased and bidirectional communication channels opened to collect the needs and interests of citizens and civil society towards volunteering. In the long-term, objectives should be set to achieve the continuity of the policies that are established, so that volunteering can be professionalized effectively



RECOGNIZE THE VOLUNTEER AS A FUNDAMENTAL TOOL FOR THE ACHIEVEMENT OF SDGS

Understand Sustainable Development Goals correctly

Currently, many see the SDGs as remote goals hard to relate to the volunteering reality. There is no association, nor information, nor measurement, nor commitment to monitor them. There is a great disparity in the levels of commitment of each nation with the achievement of the SDGs. In that sense, the diffusion, promotion and understanding of them is complicated.

It is of the utmost importance to ensure that entities, companies and organizations identify which SDGs impact their work and actions in order to be able to monitor them, and make the creation of value tangible. To leverage promotion efforts, existing platforms can be used to reinforce the appropriation and generation of strategies that allow a simpler comprehension of the SDGs for citizens.

Use Sustainable Development Goals appropriately and creatively

It is essential that, within the practical use of SDGs, a regional coordination is established, with projects anchored on their achievement within a shared agenda. They must adapt the objectives, simplify and prioritize them based on local problems and solutions, making them binding to generate connections between government, citizenship and business through volunteering.

This requires an institution that coordinates and compiles real data that can be used to identify actions that volunteer citizens can take. It should help to articulate messages, establish “hard” and “soft” indicators, and collect information to then measure the impact. Without the ability to measure, focus and align government plans to the SDGs, it is difficult to use them creatively. This generates a negative cycle that worsens management and reinforces ignorance.

Use the strategic role of volunteering to promote the Sustainable Development Goals

In order to use volunteering as a mechanism to promote SDGs, it is necessary to formalize volunteer work in a standardized manner, so that we are able to measure and use their results strategically, establishing objectives both at a national level and at a sector level. With better data, you can redirect volunteering, centralize it and make it more academic and better coordinated, with more solid alliances.

It is important to define the role of volunteering itself as a citizen action against society’s problems. In this way, it can be projected as a training method to generate greater awareness. Hand in hand with a strategic pedagogical process, it implies understanding and applying SDGs more efficiently. If it is included in an agenda, a virtuous cycle is generated, in which the volunteer shares and understands SDGs and consequently reaches a common language that may lead to coherent public policies.

DEVELOPMENT AND PROMOTION OF FORMAL RESEARCH AROUND VOLUNTEERING

Promote the development of volunteering research with focus on various field

In most cases, there is no systematized record of the history of volunteering or academic work in this regard. As it is not a public agenda issue, there is not much discussion about it, nor resources and incentives to investigate deeper. Similarly, research needs are not articulated, so there is not much clarity of what is the potential use of handling this information.

Although UN is already doing relevant research that could serve as a starting point for other work and provide guidelines on the objects of study or methodologies, they are not always properly disseminated. In this case, consolidating alliances with the media for its diffusion and positioning would be very convenient.

While time and funding are limiting factors to formalize research, it was mentioned that providing a questionnaire to execute some sort of guide for researchers would be very valuable. It is important that the private sector is better organized to present the value and impact of volunteering in society, considering they are those with greater autonomy over their resources.

Ensure the participation of different actors from all fields in the development of research

The limited promotion of research is accompanied by a lack of knowledge on how to carry them out. The few investigations that exist, usually respond to the needs of those who are executing them, so sometimes it is more about monitoring results than research regarding volunteering. Considering that many university students carry out volunteer activities, this could be an opportunity to directly involve the academy.

There is a need for a leading entity that articulates the needs and offers guidelines that integrate the efforts in a more defined line. A uniform methodology (or guidelines that lead research) would allow studies to be combined and information to be more valuable, enriching the data base on which decisions are made.

Likewise, it is of the utmost importance to acknowledge and respect the value of qualified professionals to carry out formal research, with endorsement from the academy. Research initiatives could be promoted from the private sector for joint work in partnership with the academy and the government. On the other hand, the possibility of conducting these works from research foundations was also suggested, to ensure transparency and avoid favoritism towards certain sectors.

Facilitate access to information that has been developed and does not have the proper promotion

It is essential to overcome the access barriers for vulnerable populations through tools such as: Braille alphabet, sign language, indigenous languages, infographics, etc. If information also became less technical and complex, this would allow greater population involvement, making the information friendlier to the actors involved. This should be communicated by an entity that compiles good practices, standards, results and generated value, through a universal platform.

Taking into account that the majority of volunteering activities are informal or non-institutionalized, it is an important challenge to find mechanisms to capture that invisible impact. The best methods to process various experiences and qualitative descriptions must be found. Given this scenario, it was mentioned during discussion that some good opportunities to carry out these discussions would be congresses or academic journals, so that not only the information is given a place but also the research is motivated



STRENGTHEN THE VOLUNTEERING RESPONSE IN TIMES OF CRISIS

Maximize volunteering impact in times of environmental and social crises

Periods of crisis are the opportunity to promote the importance of having active volunteering, so that NGOs can call for volunteer participation in cases of emergency. For this, it is ideal to maximize alliances and budgetary confidence, as well as defining organizations to start alliances.

It is important to visibilize the lack of protocols and organization in general. Normally there is a great response from the citizens, however the help channels usually collapse due to the lack of previous coordination. In that sense, many times the needs of the crises victims are assumed from the outside, without validating them on the field.

Given this, it is important to generate a collaborative and preventive culture, in which the action plans start from mapping real needs with the participation of community leaders in the work tables. This would also allow channeling a strategy that transcends the emergency, and guarantees the recovery and social reintegration in an integral way for these people (psychologically, educationally, economically, etc.).

Integrate volunteering in initiatives for peace, civility and development

A major problem that interferes with the protection of the value of volunteer initiatives is linked to distrust of different political organizations or government agencies, since they handle many hidden interests that seek to profit in times of crisis. This occurs not only at the political level, but also at the commercial level, when some companies look towards positioning their brand without any designed or articulated strategy behind.

To integrate volunteering as a mechanism to organize civil society, it is important to design a training process that: allows generating a better knowledge of reality, invites to propose sustainable actions, identifies resources and empowered allies, promotes a genuine culture of peace and social justice, enhances facilities to professionalize volunteering and builds loyalty to participants to activate the group when necessary

Adequately mobilize humanitarian and resource assistance in emergency situations

Today, problems in mobilizing aid and resources are linked to: lack of security for volunteers, lack of training, bureaucratic obstacles, corruption, duplication of efforts and poor distribution. In line with this, most NGOs know how to manage volunteers, but they do not know how to handle emergency response protocols.

Resources are progressively diluted by not being focused on a common objective to solve the crisis. Plus, there is very little organization of the actors involved. Faced with this scenario, it was suggested that governments take a role of command for the creation and strengthening of a multisectoral network. This should encourage simulations for emergencies, building community resilience, as well as establishing efficient and permanent channels of mobilization.

In this way, there would be a more organized governance for all efforts that include working with civil society organizations and different companies, to join their collaboration more efficiently. The stronger the policy and coordination are, the less they will be affected during the most critical periods.

STRENGTHEN REGIONAL INFRASTRUCTURE FOR THE VOLUNTEERING

Build local, regional and/or national volunteering structures/ecosystems

We are in a context where individual and collective interests do not communicate. There is competition mindset, rather than a collaboration one. We need to share and communicate knowledge about volunteer training, while setting common objectives. In this way, duplication of efforts could be avoided by educating in good practices.

On the other hand, legal frameworks of the various countries are different and do not converse. In some cases, they are inexistent, which leads to poor resource management. It is necessary to design multi-strategic alliances between the company, the government and civil society, which accompany a regional volunteering strategy, which determines an official, formal, legal and legitimate regulatory body (both globally and by country).

The lack of volunteering culture has led to a reduction of time invested in educating the volunteer, previous and during to the execution of the projects. In this sense, there is a lack of clarity in the programs, in addition to the nonexistence of incentives from the government, and a growing absence of new generations of empowered volunteers for decision

making. Given this panorama, volunteering education should be incorporated from schools.

Work on joint interests (intersectoral)

There is a lack of an articulator entity that leads correctly, since it is not known who to ask for support or advice on relevant topics for volunteering. The alliances that exist are generated in an organic manner and for particular interests, at a very slow pace. It is necessary to strengthen inter-institutional relations in order to strengthen the volunteering career and its professionalization.

The centralization of the functions in an articulating entity would allow to achieve a cohesive network that works with the same interests. Likewise, the networks could be consolidated as consultation and coordination spaces that receive government support. This would serve as a precedent for the establishment of a legal and political framework, generating more tools for global dialogue for actions (such as IAVE). In the medium-term, it would aim to establish commitments in these areas of regional cooperation for the development of volunteering programs with a budget allocated for the fulfillment of these commitments.

Incubate new programs (which can be expanded in the region)

Currently, a correct systematization of good volunteer practices is not carried out, so data is limited or very poor. In that sense, successful projects are not recognized and lessons are not taken into account. It is proposed to create a global baseline that may identify good practices, which is presented on a platform to no longer disperse the actions and avoid weak results, creating a channel that includes relevant actors. On the same line, the allocation of resources for existing platforms is suggested, so as to enhance the economic and social impact.

The proposed platform would offer a directory of organizations with the systematization of each investment that is registered with the support of sponsors and organizations involved, designating organization leaders by themes or causes linked to the SDGs. All the work that is collected could be shared as stories of success or failure through media, in order to create greater awareness and attention towards the professionalization of the volunteer work.

ENSURE THE PARTICIPATION OF ALL SOCIAL GROUPS IN THE VOLUNTEERING

Promote inclusion and integration through volunteering

Many of the institutions that lead volunteering programs carry out prejudice of exclusion or discrimination, structurally replicating stereotypes and stigmas that lead to projecting heterogeneous volunteer profiles: exclusive to a young generation and not inclusive with people with physical or psychological disabilities. Consequently, this generates a great loss of potential talent. That is why it is necessary to reformulate the selection profiles to prevent self-exclusion in the recruitment stages.

On the other hand, the possibility of opening corporate volunteering to people outside organizations (or at least former workers) was discussed, since this gives it a character of restriction, rather than inclusion. In response, the representatives of the sector noted the specific internal objectives of these activities, in addition to the logistics and security involved in the organization of corporate volunteering initiatives.

Increase awareness of the various groups that participate in volunteering

It is necessary to create different groups from each other to generate more enriching growing experiences for volunteers involved, due to the variety of skills to be developed. In that sense, in corporate volunteering it is important to include directors, managers and company leaders to set an example and motivate engagement from all employees.

Achieving greater participation will provide greater variety and result refinement. For this, recruitment strategies must be adjusted with an inclusive perspective that reinforces social equity (job opportunities for women and gender equality), with less prejudice and without any paradigm of ‘the different ones’.

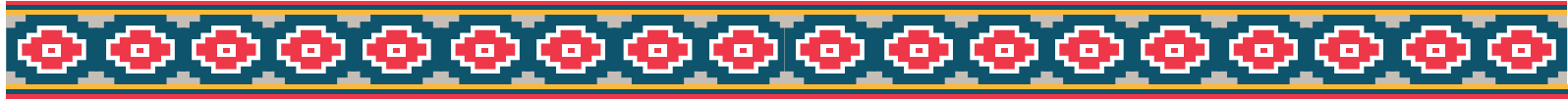
On the other hand, it was also identified how the ego of some actors of different social groups damages the sustainability of the projects and their confidence. On these cases, an effective connection with the cause they are working for is not generated.

Celebrate diversity and generate spaces for healthy coexistence through volunteering

There is great development potential for work if different social groups are connected to strengthen capacities for the benefit of people. The call for mixed, multidisciplinary, multiethnic and intergenerational groups should be promoted to shape a rich and complementary team.

However, there is few knowledge of the channels to reach different social groups. In addition, resources are needed to reach the necessary conditions to receive and include certain groups. For example: people with disabilities, require certain infrastructure, or Quechua-speaking people may require translators.

The discussion identified the opportunity from the corporate sector to advocate for an agenda that promotes awareness about the issue of inclusion and its benefits. This should be based on a spirit to combat mistrust and misinformation, promoting horizontal treatment through the use of appropriate language, demonstrating the positive impact of strengthening dialogue and diversity in culture.



TREND HUNTING: DESIGNING SCENARIOS.

Based on the discussions of the challenges, the participants connected their initial conclusions with global trends and their relation with the future of volunteering in the region, all through a guided process. The groups were divided into sectors in order to give participants the opportunity to have a discussion focused on the challenges of their industry. The list of trends is presented next.



1. THE FUTURE OF WORK

- New skills and employability
- New work models
- Inclusive labor markets

2. NEW COMMUNITIES AND CITIES

- Migration and identity
- Accelerated urbanization
- Self-organized communities

3. GOVERNMENTS AND INSTITUTIONS

- Institutional distrust
- Greater interdependence
- New populism
-

4. EMERGING TECHNOLOGIES

- Fourth industrial revolution
- Artificial Intelligence and robotics
- Blockchain

5. THE FUTURE OF FINANCE

- Fin-Tech
- Impact Investment
- Collective financing

6. ACTIVE PARTICIPATION

- Social credit systems
- Access to information
- New forms of volunteering and activism

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7. SUSTAINABILITY AND ENVIRONMENT

- Climate change
- Circular economy
- Plastics free society

8. INNOVATION IN HEALTH

- Genomic
- Mental health
- Population aging

THE VOLUNTEERING OF THE FUTURE: ASSUMING COMMITMENTS.

Time for final consensus and action plans, in other words, time to respond: what will we do when we return home? The participants used a simple canvas to envision proposals and concrete actions.

Next we share the main findings of the working group discussions: Challenges & Action Plans.



ACTION PLAN

Interactive platform that groups initiatives, shares good practices, serves as an organization directory and offers training for volunteers and project management

SECTORS INVOLVED



CIVIL
SOCIETY



ACADEMY



CORPORATE

PROPOSAL

Interactive digital platform where companies may share and promote their projects and generate alliances with other companies' leaders, giving special attention to circular economy projects.

This should work as a bidirectional communication channel where the corporate sector brings resources, bearing in mind each country's normativity and interests. This would allow to capitalize coordinated volunteer action through indicators.

The new platform will interconnect volunteering communities, by offering the following:

- Circular economy courses (concepts, means of application for companies, how citizens can contribute)
- Circular economy good practices in the region, including leader's contact information so that action may be replicated abroad
- Volunteering opportunities in LATAM (Bank time: volunteering among companies that can share their experience and knowledge)

- Public contests with private funding to generate solutions to tackle the corporate sector's production challenges
- Platform would be of free use to every volunteer. Everyone would be able to propose and post a project (volunteers should always have a say, so that they commit and create value through their own allies and networks)
- Indicator list for work management and task prioritization by areas, identifying specific needs on biannual reports, with specific measurement tools using SDGs

IAVE and CLAVE are the suggested entities to lead this project.

ACTION PLAN

LATAM research network to collect data and useful experiences, encouraging integral development of volunteering action

SECTORS INVOLVED



CIVIL
SOCIETY



ACADEMY



CORPORATE



GOVERNMENT

PROPOSAL

Implementation of a LATAM research network with participation of all sectors:

- Academy: Map out existing tools aimed at research and volunteering. Collect information and put it at free disposal for everyone. Promote an itinerant regional volunteering reunion (experience and good practices fair). Encourage volunteering schools that allow to create new knowledge. Design, analysis and result distribution.
- Civil society: Strengthen recruitment among universities, organizations and government for regional research. Link between learning and solidarity service. Institutional volunteering projects. Actors and management mapping. Take into account institutions, research centres, university social action offices, education ministries and institutions in charge of regulation. Foster design, coordination and population studies (specially regarding youth).
- Corporate: Bear in mind institutional frameworks (regulation and legislation) for circular economy projects

with SDGs. Data backup from academy to collect big data and all discussed in other work tables. Funding and resource management.

- Government: Provide data collection instruments and incorporate findings to strategies and public policies. Volunteering acknowledgement and their contribution to each country's objectives. Regulation that helps to promote and prioritize public and private university participation. Reinforce work with international organizations like UN to take advantage of the already existing knowledge.

Continental Intersectoral Volunteer Council

SECTORS INVOLVED



CIVIL
SOCIETY



ACADEMY



CORPORATE



GOVERNMENT

PROPOSAL

Create a Continental intersectoral Volunteer Council that has two representatives from each sector plus representatives from the media. It is important to put together a shared objective, an action plan that allows to project a road map and start working together. There could also be two representatives from IAVE and CLAVE.

Cooperation Visa Policy

SECTORS INVOLVED



CIVIL
SOCIETY



ACADEMY



CORPORATE



GOVERNMENT

PROPOSAL

There are many problems with forced mobility. This is affecting the international mobilization of volunteers. It is proposed to create a visa policy for cooperators (international cooperation volunteers), considering there are problems to keep volunteers in the countries where they are cooperating.

We have to prepare a position paper with the academy that shows the importance of human mobility regarding volunteering and thus generates awareness actions. It is proposed to establish an international volunteer consulate, which would be accompanied by intercultural actions. Then, submit proposals to the government and international organizations.

Communication strategy among connected companies

SECTORS INVOLVED



CORPORATE

PROPOSAL

Internal awareness process in companies, aligning with their core business and organizational purpose. As a consequence, employees will become aware of the importance of the SDGs and how to become their ambassadors on a day-to-day basis. An internal transformation will allow to bring changes outwards.



MEDIA

#IAVE19LIM

Photos

<https://photos.app.goo.gl/fGB9n558fB8y6v4Q6>

Videos

Summary: <https://youtu.be/4S70LsijRH8>

Day 1: <https://youtu.be/RhaOliySfms>

Day 2: <https://youtu.be/6lWVyEylmX8>

Day 3: <https://youtu.be/2nEe77KiZj0>



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Lima, Perú | 15-17 de Setiembre

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