



IAVE



**THE POWER OF
VOLUNTEERING**

**TO CHANGE
THE WORLD**

PROUD OF OUR PAST, BUILDING FOR THE FUTURE

IAVE's Strategic Plan 2021 - 2025

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“Over 50 years of its activity, IAVE has nurtured and continues to grow volunteer leaders around the world, promoting the ideas and values of volunteering as the fundamental foundation of civil society.”

WELCOME

A challenge for any organization as it looks towards the future is how to stay rooted in its past while reaching for new horizons.

At IAVE, we are proud to have an incredibly strong origin story centered on a small group of volunteers seeking to create a global network of people who believed in the power of volunteering to change the world. A group of friends, who became closer friends, as they added more people and organizations to their ranks.

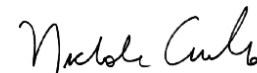
From that beginning, we built a rich body of half a century's work across our core functions of advocacy, knowledge creation and leadership development. Our differentiators – as told to us by our stakeholder groups – are that we speak with a truly global and diverse voice and that we possess authentic representation from the Global South. Our stakeholders also tell us we have unrivaled expertise and integrity in volunteering leadership at the national and regional levels, and within the private sector and that we are a global connector, an advocate, and a valuable network builder. And, ultimately, a thought leader who is helping to advance the conversation and understanding on the importance of volunteering and volunteering leadership.

The world is a challenging place these days, perhaps much more so than when we first opened our doors back in 1970. However, if the COVID-19 global pandemic has taught us anything it is that we must embrace the challenges we face in order to remain relevant to those we serve. While we certainly don't have all the answers, we do have the fundamental questions and the willingness to keep asking them of ourselves: What are the barriers volunteer leaders face globally? How can IAVE continue to be an active partner in removing those barriers in order to accelerate and scale the impact of volunteering around the world?

As we embark upon our next fifty years of service, we intend to build upon our history and our differentiators. We still believe in the power of volunteering to change the world and we pledge to meet the future with a renewed and refreshed purpose and commitment to our stakeholders, our members, and to volunteering leadership around the globe.



Ruth Lewin
*Chairperson,
Board of Directors*



Nichole Cirillo
Executive Director



1 OUR VISION, MISSION AND VALUES

OUR DIFFERENTIATORS

Our authentic representation from the **Global South**.

Our ability to represent a **global voice**, and the **diversity** within our networks and membership.

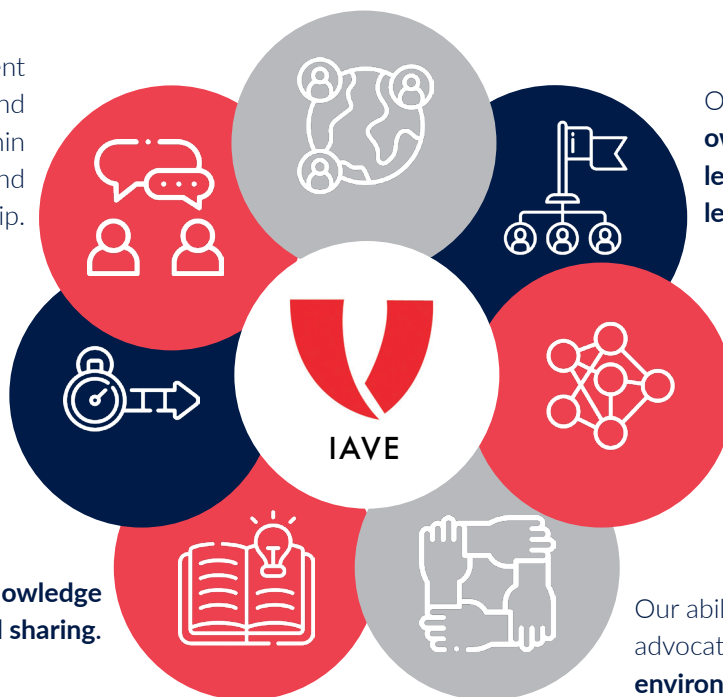
Our **longevity** – at 51 years, our accomplishments have built deep integrity across our stakeholders.


Our focus on **knowledge creation and sharing**.

Our emphasis on **locally owned volunteering leadership** and **national leadership organizations**.

Our work as a **global connector** and **network-builder**.

Our ability to represent and advocate for an **enabling environment for volunteering**.





“I see IAVE as representing innovation. Innovating to push new ways of working, new models of partnerships and really thinking outside the box.”

OUR **VISION**

IAVE envisions a world where volunteering is recognized and supported as vital to creating a fair, peaceful, sustainable, and compassionate world.

OUR NEW MISSION

IAVE creates a more just and sustainable world by enabling the leaders, organizations, and environments that empower volunteers.

At IAVE, we know that when people get involved in their communities, things change for the better. We have consistently seen evidence of this truth over the past several years. For example, volunteers played crucial roles in responding to the coronavirus pandemic. Volunteers have helped to form and inform our understanding of both racial injustice and the climate emergency. Through their actions, these volunteers have become empowered with the confidence, skills, and knowledge necessary to effect important change.¹

Of course, while volunteering makes **us** better, it makes the **world** better, too. The estimated 1 billion people worldwide who volunteer each year create a collective expression of civic engagement² that builds community cohesion and resilience that is fundamental to making a better³ life for us all. It is imperative, perhaps now more than ever, that IAVE use its voice and influence to actively and continuously promote a global narrative that substantiates and sustains this effort.

We also know that leadership plays a critical role in creating and sustaining environments that enable greater and more effective volunteering. We believe that volunteer leaders, be they individuals or organizations, are critical to supporting, valuing, and developing volunteering at the national and regional levels. These leaders maintain active relationships and partnerships with volunteer-involving organizations, governments, corporations, and institutions. They are the convenors of myriad local organizations in the communities they serve, harnessing the power for collective action, and promoting the role of volunteering at the local and societal level.

These leaders – and volunteers in general – are the world’s advocates, activists, and change-makers. Our renewed mission centers on ensuring that volunteers are safe and supported in their work and allowed to become recognized as legitimate and important actors in achieving a just and sustainable world.

OUR VALUES

Diversity

IAVE recognizes and respects the variety of ways people give leadership to volunteering and engage as volunteers – from individual acts of helping to large-scale collective action, from spontaneous response to needs and issues to structured formal volunteer programs; from programs created and sustained by NGOs, business, and government to those that are powered by the energy and leadership of concerned, committed individuals.

Partnership

IAVE places high value on developing strong, sustained, mutually beneficial partnerships with those individuals, organizations, and governments that share our belief in the power of volunteering to change the world. By making this a primary way of work, it enables us to leverage limited resources into significant global impact.

Inclusion

IAVE recognizes, values, and supports the participation of volunteers without regard to their cultural and ethnic origin, religion, age, gender and physical, social, and economic position and citizenship status. We have a particular interest in ensuring that opportunities for historically marginalized groups are available and valued.

Impact

IAVE recognizes the vital importance of the United Nations Sustainable Development Goals (SDGs) as a means to address the world's most critical challenges. We are committed to helping realize the effective, impactful engagement of volunteers in the effort to advance the achievement of these goals.



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OUR STRATEGIC GOALS AND OBJECTIVES

OUR PILLARS OF WORK

The following three pillars represent the 'forever' part of our work, the elements of our mission that were present at the very beginning and the ones we envisage to continue in perpetuity.



Advocacy

IAVE advocates for the global recognition of volunteering as vital to the creation of a just and sustainable world. We strive for equity and a diverse share of voice to include volunteering leaders and organizations and to create an enabling and empowering environment for global volunteering.



Knowledge Creation and Sharing

IAVE advances volunteering's global practice, efficacy, representation, and influence by generating an evidence base around effective volunteering at the individual, organizational and societal level. We connect and convene people together to share experience, expertise, and ideas. We are recognized as sector thought leaders and generously share our data and evidence broadly.



Leadership Development

IAVE creates spaces which affirm and grow a global culture of volunteering, giving recognition to the importance of volunteers enhancing social cohesion. We accomplish this through supportive networks such as our Global Corporate Volunteer Council (GCVC) and our Global Network of Volunteering Leadership (GNVL) and through global convenings such as our biennial World Volunteer Conference.

STRATEGIC GOAL 1

IAVE provides a global voice that values and gives recognition to the important contribution of volunteers to building a more just and sustainable world.

We will achieve this by:

1.1

Promoting greater global recognition for the strategic value of volunteering to successfully deliver the United Nations Sustainable Development Goals.

1.2

Creating an advocacy framework that acknowledges volunteering as imperative to a healthy civil society.

1.3

Providing convening opportunities for volunteering leaders from civil society, government, academic, and corporate sectors to coalesce around mutual interests and goals, synergize efforts and build trust to further support and develop volunteer involvement at a national, regional, and global level.

“IAVE inspires people to do things differently. It starts conversations and inspires ideas that have never been considered before.”

We will measure our success by:

- Numbers and range of stakeholders engaged in helping to create a new IAVE advocacy framework.
- Numbers of and range of individuals and organizations endorsing the new IAVE advocacy framework.
- Increase in inclusion of volunteer data in the United Nations Voluntary National Reports from countries where IAVE has members.
- Numbers of global and regional convenings; the numbers and diversity of participants and an average 90% participant satisfaction level.
- Numbers of Global Network of Volunteering Leadership/Global Corporate Volunteer Council joint issue-focused dialogues and convenings.



STRATEGIC GOAL 2

IAVE works toward a global environment which values inclusion and endorses, protects, and supports all volunteers in having safe and supportive volunteering environments.

We will achieve this by:

2.1

Promoting the health and safety of volunteers and advocating for laws and policies that establish or enable the right to volunteer.

2.2

Advocating for and supporting the important role of volunteer leadership organizations in creating an enabling environment for volunteering.

We will measure our success by:

- Annual publication (commencing in 2022) of global data on countries where policies or laws exist in relation to volunteering.
- Number of Global Network of Volunteering Leadership members with strategic relationships with the government; non-governmental and private sectors aligned to supporting and developing volunteering.
- Increased knowledge and/or capacity of Global Network of Volunteering Leadership members to develop volunteering best practices in their region.

“I think the connecting role that IAVE plays is really helpful in joining up global leaders and demonstrating how volunteering is contributing towards global goals.”

STRATEGIC GOAL 3

IAVE maximizes the effectiveness of Global Corporate Volunteer Council and Global Network of Volunteering Leadership members as changemakers enabling them to facilitate and grow volunteer engagement to help solve the world's social, economic, and environmental challenges.

We will achieve this by:

3.1

Expanding the membership of the Global Corporate Volunteer Council and Global Network of Volunteering Leadership.

3.2

Delivering support that builds the knowledge and/or capacity of Global Network of Volunteering Leadership and Global Corporate Volunteer Council members to enhance their effectiveness.


“IAVE is very different from other global organizations in the space as you are bringing in voices at the local and community level.”

3.3

Motivating and enabling collective action and collaboration between Global Network of Volunteering Leadership and Global Corporate Volunteer Council members to address a significant global challenge (social, economic, or environmental).

We will measure our success by:

- Increase in membership of Global Network of Volunteer Leadership (GNVL) and Global Corporate Volunteer Council (GCVC).
- Number of GNVL and GCVC members involved with capacity building programs and campaigns.
- Number GNVL and GCVC members engaged in collective action.
- Number of GNVL members taking part in information sharing and collaborative working.
- Number of GCVC members taking part in immersive learning experiences.
- Increased knowledge and/or capacity of GNVL and GCVC members.



STRATEGIC GOAL 4

IAVE is recognized as a global authority and innovator on volunteering.

We will achieve this by:

4.1

Building the brand of IAVE as a global authority on volunteering.

4.2

Developing and disseminating new and essential knowledge on important issues and trends in volunteering.

4.3

Initiating continued learning throughout the volunteer sector while providing access to the social and financial capital necessary to support and scale innovation.

4.4

Prioritizing and strengthening relationships with potential and current members, Global Friends, and other stakeholders through equitable, relevant, consistent, and additive engagement.

We will measure our success by:

- Engagement in strategic global volunteering forums.
- Number of research projects or studies into volunteering trends and practices undertaken.
- Number of webinars; publications; briefing papers; conference panels; toolkits.
- Number of people reached.
- Geographic diversity of venues and sites.
- 90% or high satisfaction level of those receiving the information.
- Increase in number of IAVE members and Global Friends.
- Number of individuals/organizations acting as advocates for IAVE's mission.

A vibrant photograph of a group of children and two men. In the foreground, a man in a white cap and orange shirt is taking a photo of a group of children. The children are smiling and posing. One man in a white shirt is also smiling and pointing. The background is slightly blurred, showing more children and a yellow wall.

STRATEGIC GOAL 5

IAVE is a well-managed, results-oriented, and responsive organization making efficient use of all resources, serving as a worthy steward of all philanthropic investments and exemplifying outstanding staff leadership and governance.

We will achieve this by:

5.1

Developing a plan to ensure IAVE's long-term financial sustainability and the human capital to deliver on the organization's strategic direction.

5.2

Developing and diversifying revenue sources to establish a mixed and balanced income stream from membership, private and government philanthropy and earned revenue that provides a stable base of core support year over year.

5.3

Developing and implementing a robust marketing strategy to expand IAVE's global reach, engagement, and impact as the partner of choice for those engaging in corporate and national leadership structures for volunteering.

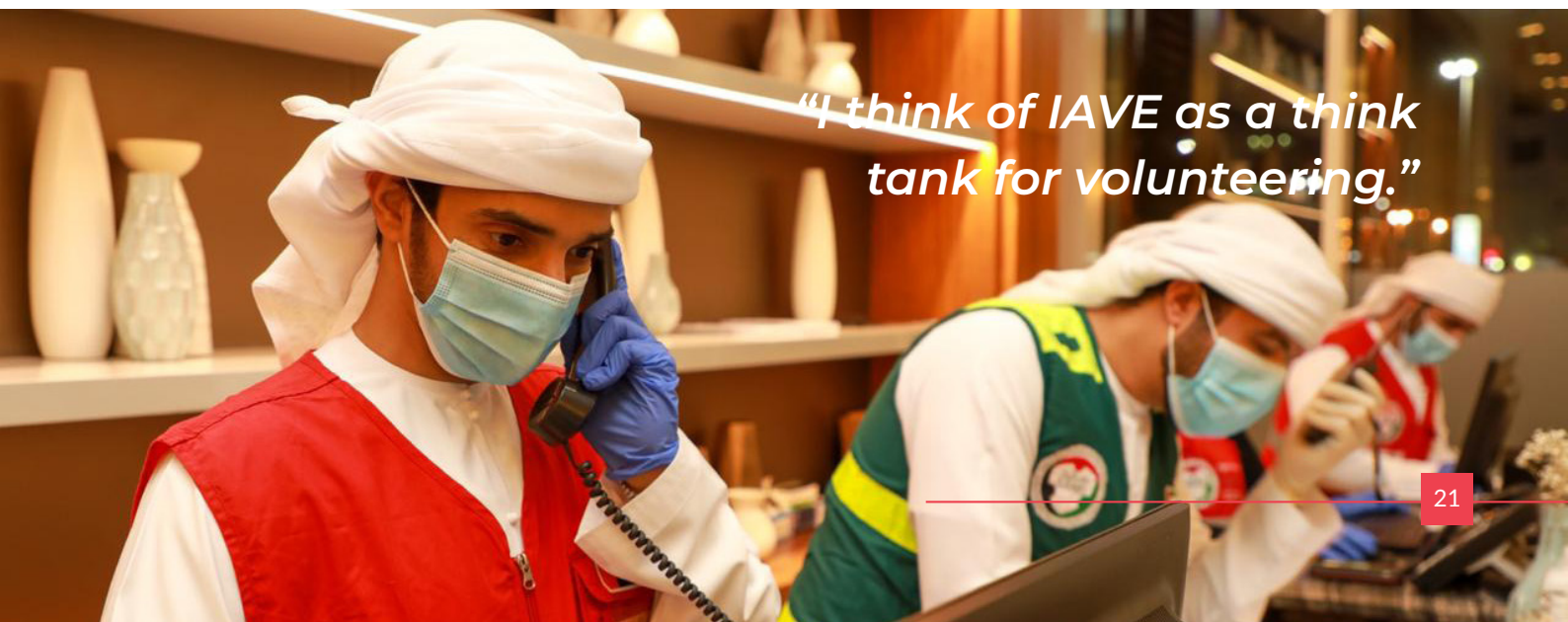
5.4

Supporting increased accountability, use of best practices, and programmatic impact and growth by identifying and implementing evaluation tools and KPIs for each of IAVE's key strategic priority areas.

“Volunteering and its sectors have a tendency to be easily fragmented. IAVE at a supranational level permits its commonalities to be drawn together and gives strength to the needs of volunteers and their managers across communities around the world.”

We will measure our success by:

- Increasing year-over-year annual budgets beginning with 10% in 2022.
- Increasing government and private philanthropic support beginning with 20% in 2022.
- Increasing earned revenue from consultative services to realize 5% of IAVE's annual revenue stream by 2023.
- Increase in brand awareness.
- Increased use of IAVE website and engagement through social media platforms.
- Increased number and of speaking engagements for IAVE personnel.
- Baseline, and multi-year evaluation data established for the Global Network of Volunteering Leadership, Global Corporate Volunteer Council, membership and board.
- Enhanced operational efficiency through the design, implementation and maintenance of organizational systems and best practices.



"I think of IAVE as a think tank for volunteering."

ENDNOTES

¹ Volunteering and Social Activism, Pathways to Participation and Human Development. UNV, IAVE, and CIVICUS, 2008.

² 'Working to make a difference in the civic life of one's community and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community, through both political and non-political processes. Professor Thomas Erlich. Civic Responsibility and Higher Education. Published in 2000.

³ The third state of the World's Volunteerism Report provides new evidence on the relationship between volunteering and community resilience'. Olivier Adam, Executive Coordinator, United Nations Volunteers (UNV). Preface to the 2018 State of the World's Volunteerism Report: The Thread that Binds. www.unv.org/swvr/resilientcommunities.

PHOTOGRAPHY CREDIT

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“IAVE has the ability to pull people from different countries to discuss common issues affecting them and identify solutions together.”



International
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Volunteer
Effort

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