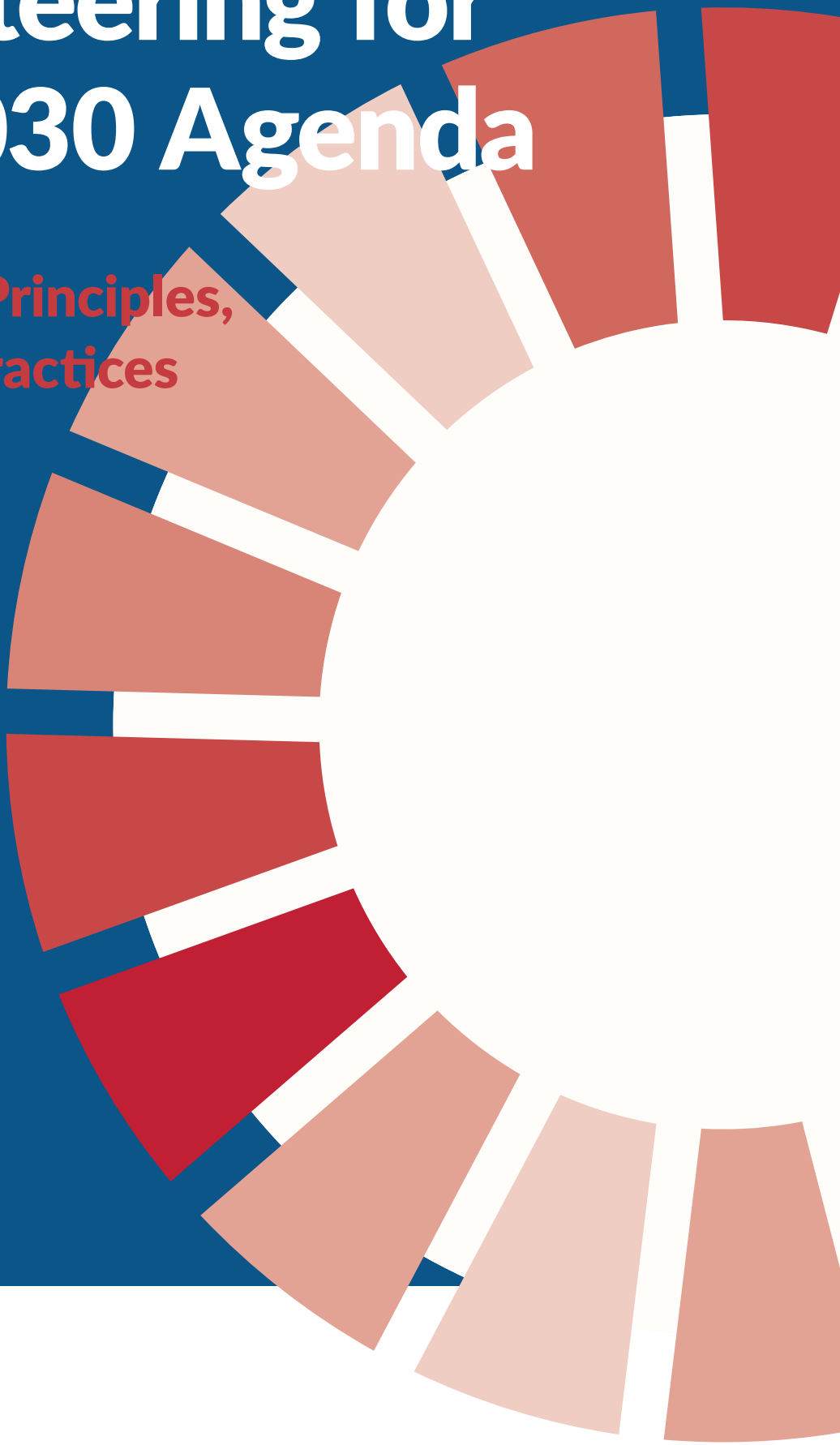
Measuring Volunteering for the 2030 Agenda

Toolbox of Principles, Tools and Practices



Plan of Action
to integrate volunteering
into the 2030 Agenda

This *Toolbox* was commissioned by the Secretariat of the Plan of Action to Integrate Volunteering into the 2030 Agenda for the Global Technical Meeting on Volunteering in 2020.

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OVERVIEW

This toolbox draws on guidance from United Nations entities, initiatives by national governments, civil society and the private sector, and new research from leading innovators to showcase principles, tools and practices in this field.

It benchmarks approaches to measuring volunteering both for its inherent value and to reflect the contributions volunteers make to economic, social and environmental development under the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

To do so, it presents a range of resources that can help position volunteering in development frameworks (section 1):

- **Identifying the scale, scope and trends of volunteering:** understanding who volunteers, when and how (section 2).
- **The intrinsic value of volunteering:** a growing area of measurement to capture the economic value, cost–benefit trade-offs and social benefits of volunteering (section 3).
- **Instrumental value:** emerging work to build models and new approaches that demonstrate the benefits of volunteering to the 2030 Agenda and the SDGs (section 4).
- **Volunteering interventions:** using the broad measures already outlined to look beyond patterns and correlations to intervention-based research that can help evaluate the impact of specific instruments that create or shape opportunities to volunteer (section 5).

Given the growing need for quality data and evidence on volunteering, this toolbox concludes (section 6) with recommendations for creating an enabling environment to further advance measurement of this critical resource.

The ideas in this document will feed into the Global Technical Meeting on Reimagining Volunteering for the 2030 Agenda in July 2020 and provide a basis for further collective action around research and measurement of volunteering in the Decade of Action. Stakeholders from the Plan of Action on Integrating Volunteering in the 2030 Agenda are encouraged to share other measurement approaches via the UNV Knowledge Portal on Volunteerism, which has the potential to strengthen future work.

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1. Measuring volunteering in the twenty-first century: the need for a common approach and new models

1.1. Why measure volunteering?

Every day, in every country in the world, millions of volunteers work with communities, organizations, companies and on their own to take action on the issues that affect them.

But how many people volunteer, and what do they do? How is volunteering linked to improved development outcomes? And how can we maximize the contributions of volunteers in the Decade of Action? The answers require data and evidence to measure the status, effectiveness and impact of volunteering—the focus of this toolbox.

The measurement of volunteering is relevant to a range of stakeholders:

- volunteers themselves, who want to understand the difference that their work is making;
- organizations working with volunteers, who need to manage their resources effectively;
- policymakers, as the basis for planning and investments related to volunteering.

Box 1.1 Key terms for the measurement of volunteering

Volunteering: Non-compulsory work performed for others without pay.

Volunteer: Person of working age performing unpaid, non-compulsory activities to produce goods or services for others outside their own household and family.

Direct volunteering: Volunteering for households, other than the household of the volunteer worker or related family members. Sometimes called "informal" volunteering.

Organization-based volunteering: Volunteering through or for organizations, including through or for self-help, mutual aid or community-based groups, of which the volunteer is a member. Sometimes called "formal" volunteering.

1.2. Principles and definitions

The starting point for measuring volunteering is agreement on its definition and application. The United Nations defines volunteering as "activities undertaken of free will, for the general public good and where monetary reward is not the principal motivating factor."*

This incorporates a wide range of people carrying out diverse activities. Although they may look very different in the ways they are practised, volunteer work tends to fall into one or more of five categories.[1]

* Some stakeholders resist the measurement of volunteering. Since volunteering involves unpaid labour given through free will, there are concerns about quantifying the value of this work, particularly regarding how to assess "free will" and its possible manipulation, which could result in it being co-opted or in unpaid compulsory or forced labour.

Figure 1.1 Five categories of volunteer work in 2020

Source: Plan of Action 2020a

Statistical measurement requires a more detailed definition to allow comparison across different sources and countries. In 2013, the International Conference of Labour Statisticians (ICLS), the global reference body in this area, led multiple consultations that fed into the current definition of volunteering as a form of unpaid work.[2] This culminated in the adoption of standardized definitions, which are essential for measurement, and official guidance for national statistics systems on how to measure volunteering.

Box 1.2 Statistical measurement of volunteer work

Under the ICLS definition, **people in volunteer work** are defined as all people of working age who, during a short reference period, performed any unpaid, non-compulsory activity to produce goods or provide services for others, where:

- "any activity" means work for at least one hour;
- "unpaid" means the absence of cash or in-kind remuneration for work done or hours worked (although volunteer workers may receive compensation or stipends);
- "non-compulsory" means work performed without a civil, legal or administrative requirement;
- production "for others" means work performed outside of the household or family of the volunteer.

The definition excludes:

- community service and work by prisoners ordered by a court or similar authority and compulsory military or alternative civilian service;
- unpaid work required as part of education or training programmes (i.e. unpaid trainees);
- work for others performed during working time associated with employment or during paid time off granted by an employer.

Source: ILO 2013

1.3. Broader measures relevant to volunteering

Standards for global statistics are primarily focused on capturing volunteering as a form of work. Broader stakeholders in volunteering are likely to have diverse priorities that go beyond the labour performed. The duality of volunteering[3] as an end in itself and as a major resource for development means that it has both intrinsic and instrumental value (Box 1.3). Any framework to capture the contributions of volunteering would likely focus on at least one of these two aspects.

Box 1.3 Intrinsic and instrumental value of volunteering

Intrinsic value is when something is either valuable in itself or valued by others for its own sake. This value is strongly associated with volunteering's distinctive characteristics as a "social good". For example, higher levels of civic engagement would be an intrinsic benefit of volunteering. Subsequently this engagement could also contribute to a range of other development outcomes.

Instrumental value describes when volunteering is valued for a specific result or product it can produce. Instrumental value is therefore more directly assessed in light of specific objectives and targets, including the SDGs. For example, reduced maternal mortality in regions where additional volunteer midwives are deployed could be an instrumental measure. Such value may be replaced by other means if they are able to achieve the same result.

Considering the complexity of volunteering and social action, this distinction can help with the development of models, approaches and frameworks that can better capture a new measurement agenda for assessing the existing and growing potential of volunteers to support development outcomes.

Source: Author

In the remainder of this section, we propose such a framework (Figure 1.2), which incorporates some of the broader measures and values – both intrinsic and instrumental – through which volunteering contributes directly or indirectly to the 2030 Agenda.

1.4. A framework for measuring volunteering in the context of the 2030 Agenda

Adopted in 2015, the 2030 Agenda for Sustainable Development and the SDGs comprise 17 Goals, 169 targets and 232 unique indicators to measure progress on economic, social and environmental outcomes.[4] The SDGs are designed to be universal and indivisible and include the commitment to leave no one behind and reach the furthest behind first.

Efforts to achieve the SDGs are already boosted by volunteers who work across the 17 SDGs. Countries are increasingly sharing case studies of volunteer action across all SDGs in their Voluntary National Reviews (Box 1.4).[5] However, given the diversity, complexity and principles behind the 2030 Agenda, this toolbox proposes a more structured framework to reflect how volunteering supports the implementation of the SDGs.

Box 1.4 Multiple measurement and reporting processes track implementation of the SDGs

The 17 SDGs promote action across five broad areas of critical importance for humanity and for our planet: people, planet, prosperity, peace and partnership.

Since the launch of the 2030 Agenda and the SDGs, multiple reporting processes have been developed to track progress:

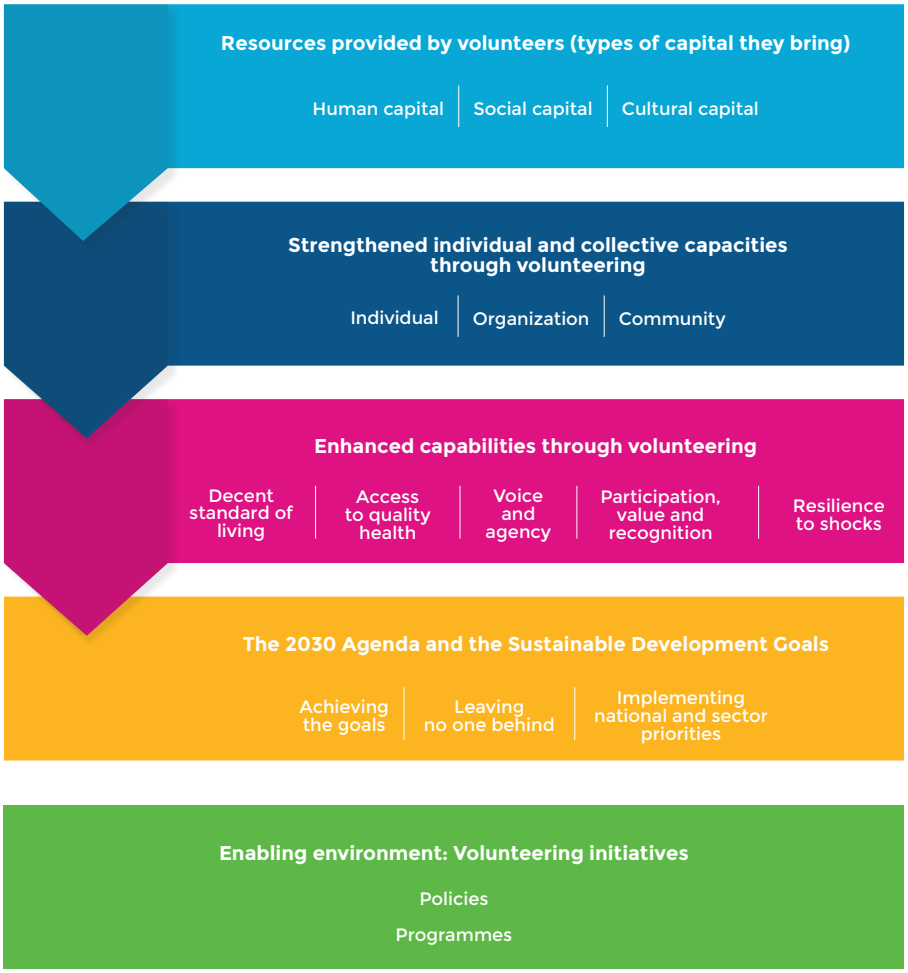
- The United Nations Secretary-General releases an annual global SDG progress report. In addition, the five United Nations regional commissions publish reports and the Sustainable Development Solutions Network acts as a think tank, releasing studies on impact and progress.
- Since 2016, 158 Voluntary National Reviews have been submitted by 142 countries, with a further 47 additional reports planned for 2020.
- Progress is reviewed annually at the United Nations Economic and Social Council High-level Political Forum on the SDGs and additionally every four years at the United Nations General Assembly.

Source: United Nations 2015, United Nations 2020

Contributions made through volunteering

The framework proposes four levels through which volunteering contributes to achieving the SDGs. The levels are based on the relationships between volunteering and human development and reflect how voluntary action can build the capabilities of individuals and groups.

Figure 1.2 A proposed framework to capture volunteering contributions under the 2030 Agenda



Source: Author, based on Benenson and Stagg 2016, VSO and UCL 2018, UNDP 2019

Level 1: Measuring the resources provided by volunteers through the capital they bring. At its heart, volunteering is about the choice and freedom of the individual: the ability to choose to become volunteers or engage in acts of volunteering. In doing so, the volunteer brings their own capital to other people, organizations, companies or communities. This first level builds a foundation for volunteering measurement by building knowledge on the scale and scope of the resources voluntarily provided by individuals and groups through volunteering, including patterns of participation among different socioeconomic groups.

Level 2: Measuring the strengthened capital of individuals and groups. Instances of volunteering take the resources provided by volunteers and transform them into strengthened capital across many levels: for example, the individual volunteer's skills and assets, the capacities of organizations to deliver new outcomes and multiple forms of social, economic and environmental capital in communities. Much of the intrinsic value of volunteering is associated with these types of capital individually or collectively. Taken together, these multidimensional types of capital provide the potential – or capacity – for people and communities to advance their own development.

However, the value created through volunteering is shaped by contextual factors. Inequalities across social groups mean that the same opportunities are valued differently when they are performed by different members of society.[6] The human capital approach therefore offers a starting point for exploring and measuring some of these power dynamics that shape the contributions of volunteering to development (Box 1.5).

Box 1.5 Types of capital contributed by volunteers: human, social and cultural

Most volunteerism analysis and measurement to date reflect a definition of volunteering where the volunteer works with formal institutions and emphasize the individual volunteer over structural determinants of volunteering. In contrast, an asset-based approach can go beyond these limitations to incorporate the strengths and wealth of all types of volunteers and consider what volunteers and their communities can bring to and gain from a volunteering experience, since this will vary depending on social, economic and cultural contexts.

The term assets can include tangible and financial assets, but also covers other intangible and non-financial assets. These are typically viewed as "stocks" of wealth that can be acquired, accumulated and used throughout society. They serve as a mechanism to reduce inequalities, transmit socioeconomic resources across generations and break patterns of vulnerability. Assets include the multidimensional types of capital – social, human and cultural – that volunteering can contribute and that can be developed and built up by individuals, organizations and communities.

- **Social capital:** The value of social relationships with others and the range of connections people draw from in their daily lives. Social capital covers the role volunteering can play in strengthening existing social ties and forming new ones.
- **Human capital:** Reflects the assets embodied in humans, including skills, competencies and knowledge, that facilitate well-being. Volunteering provides the mechanism to develop and leverage human capital, skills and abilities for the individual volunteer, organizations and communities.
- **Cultural capital:** Includes assets in the form of group consciousness, identity, history and tradition, which can be deployed to build capacity at both the individual and group levels.

Source: Benenson and Stagg 2016

Level 3: Measuring enhanced capabilities. Strengthened capacities are necessary but not sufficient to ensure well-being. The next level at which volunteering plays a role is in shaping the conditions that enable people to use these capacities to flourish. These could include the maintenance of social institutions, organizations, norms and processes that determine people's choices and opportunities beyond the capacities they hold.[7] For example, volunteering can be an avenue for participation in and ownership of development processes, ensuring that development and well-being are created "by the people, for the people". It can expand choices through collective action, social movements and campaigns and can contribute to shaping social norms and behaviour on a range of rights issues.

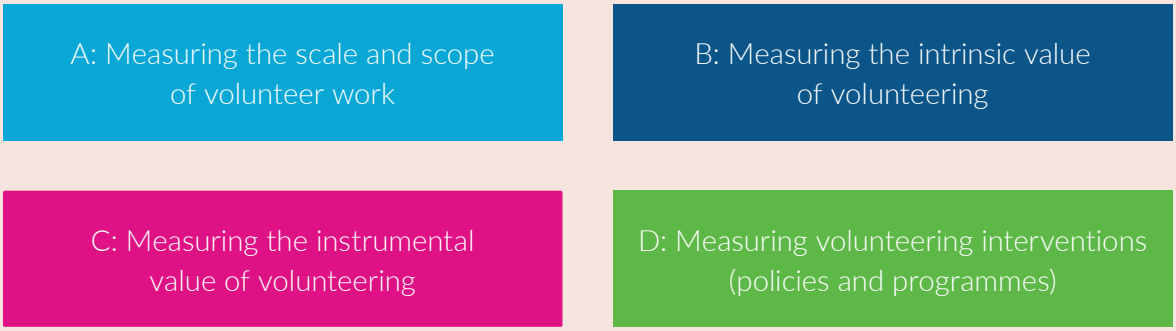
Level 4: Measuring contributions to the 2030 Agenda and the SDGs. Building on the underlying levels above, volunteering can contribute directly to specific goals and targets at the local, national and international levels. It can nurture the capabilities of individuals and groups to promote inclusion, reduce inequalities and ensure that no one is left behind.

Designing an enabling environment for volunteering is key to this framework. Such an environment is determined by the policy and programme initiatives that facilitate and shape volunteering contributions at each level and their implications for development. Some of these are likely to be broad, such as the general rights and freedoms to associate that form a fundamental basis for voluntary action. Others will be more specific, such as employability programmes that help develop skills through volunteering.

Associated tools and approaches

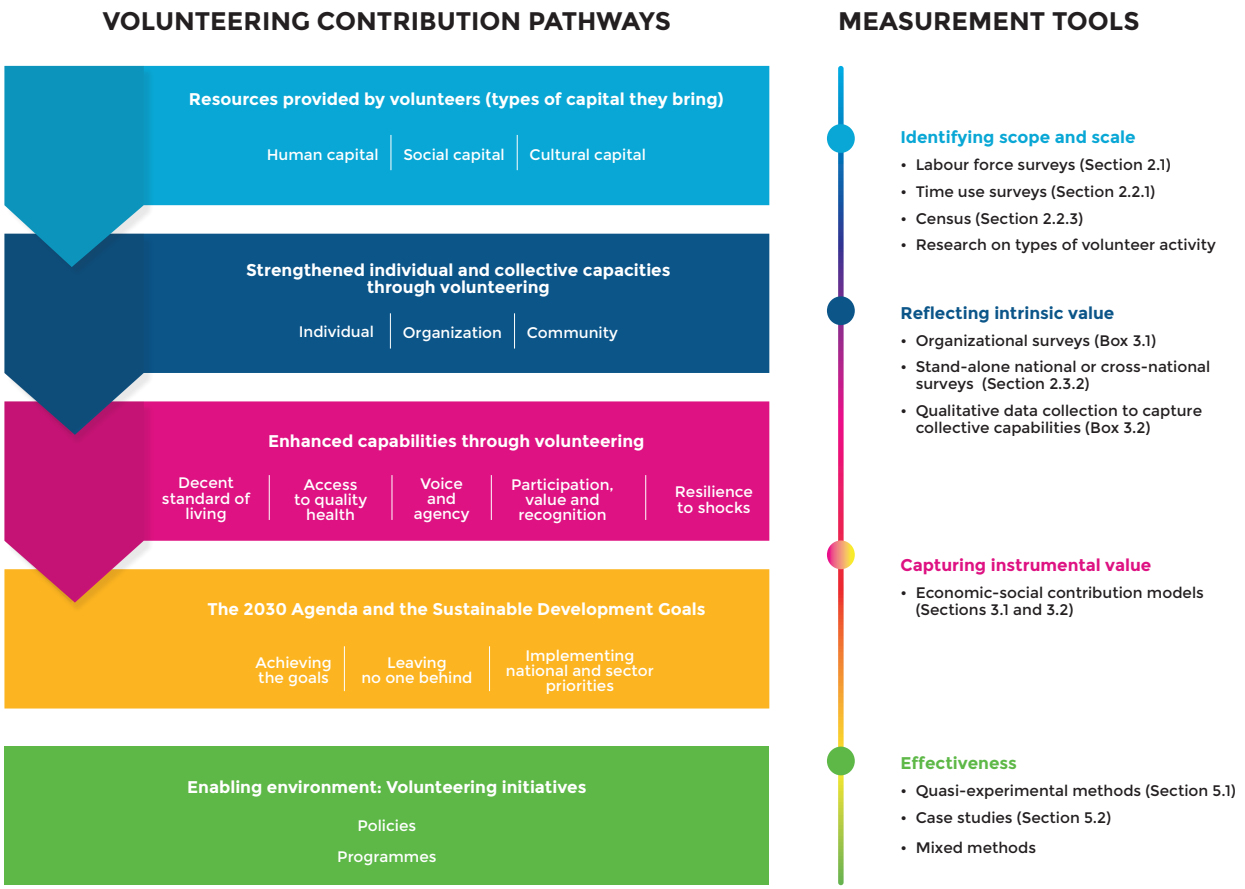
Based on this framework, four interlinked domains for measurement of volunteering are identified and covered in this toolbox. A range of both qualitative and quantitative tools and approaches can be used for each.

Box 1.6 Interlinked domains for volunteering measurement



The right-hand column in Figure 1.3 shows examples of existing tools and approaches to measurement across the four domains. These will be discussed further in the remaining chapters.

Figure 1.3 Mapping measurement tools to capture contributions of volunteering



Scale and scope: Qualitative and quantitative tools can provide a picture of the overall nature of volunteering. Tools to measure the scope and scale of volunteering include national or organizational surveys. In addition to measuring participation rates, this type of research can also analyse the reasons why people participate in volunteering (including their gender and socioeconomic backgrounds), trends and patterns, and sectors or types of volunteer work.

Intrinsic value: Measurement tools such as organizational surveys or stand-alone surveys can capture the enriched capital volunteering builds, for the individual volunteer or the organizations and communities they volunteer with. Qualitative research can reflect the ways in which volunteers contribute to trust and resilience—factors difficult to sum up in a single number.

Instrumental value: Measurement of the pathways through which volunteering contributes to the implementation of the 2030 Agenda must consider complex relationships between the intrinsic and instrumental aspects of volunteering. New models, frameworks and approaches are needed to show these relationships and provide insights into how to strengthen the contribution volunteering makes to the SDGs (Box 1.7).

Interventions: Determining the changes caused by specific interventions will probably combine assessments of intrinsic and instrumental value with a number of other metrics in areas such as efficiency and effectiveness. Research on interventions may use quasi-experimental approaches to better understand and isolate the impact beyond patterns and correlations.

Box 1.7 Innovation Challenge Fund: Modelling economic and social contributions of volunteers to the SDGs

In recognition of the importance of advancing measurement, in 2020, on behalf of the Plan of Action, UNV launched an Innovation Challenge Fund to strengthen the modelling of the economic and social contributions of volunteers to the SDGs by building a community of innovators. The fund brought together teams from around the world to come up with new models to assess the contributions of volunteers to the SDGs.

Their research has informed this toolbox and the full papers are available in the anthology on the Innovation Challenge Fund papers on measuring volunteering.[8]

This toolbox explores each element of this framework and provides relevant research and resources to guide further advances the measurement volunteering. It also highlights examples from the Innovation Challenge Fund throughout to show new thinking on modelling the impact of volunteering on the SDGs.

2. Scope and scale of volunteering: measuring who, how, when and where

A: Measuring the scale and scope of volunteer work

To date, much of the focus of the measurement of volunteering at the national level has been on the development of reliable comparable data on volunteering as an activity or form of work. Over the past decade, a number of tools and resources, such as the International Labour Organization (ILO) *Manual on the Measurement of Volunteer Work* and the *Resolution concerning statistics of work, employment and labour underutilization* adopted by the *Nineteenth International Conference of Labour Statisticians* (*19th ICLS Resolution*) (Box 2.1),[9] have provided support for the development of statistical foundations for understanding volunteering by national governments. Cross-country analysis has also provided insights into patterns and trends of volunteering around the world, including the *UNV State of the World's Volunteerism Report* (Box 2.2).

Box 2.1 Foundations of statistical measurement: the ILO Manual and the 19th ICLS Resolution

The International Conference of Labour Statisticians (ICLS) meets every five years and is the global standards body for the measurement of all forms of work.

In 2008, the ICLS discussed the first model questionnaire on volunteer work to be included in labour force surveys. It was subsequently published as part of the *ILO Manual on the Measurement of Volunteer Work* in 2011. The manual recommends asking not only **whether respondents took part** in any activities that meet the definition of volunteering in Box 1.2 but also for information on the **duration of that activity**, the **institutional setting** in which it took place and the **occupational function** of the respondent while performing that activity.

Based on countries' experiences implementing the ILO manual, further updates were provided in the 19th ICLS resolution in 2013. The most substantive difference was that while ILO manual defined all **unpaid, non-compulsory productive work for other households** as volunteer work, new definition excluded **unpaid work for family members living in other households** to avoid overlap with activities that include unpaid work for the family (for example, for a family business).

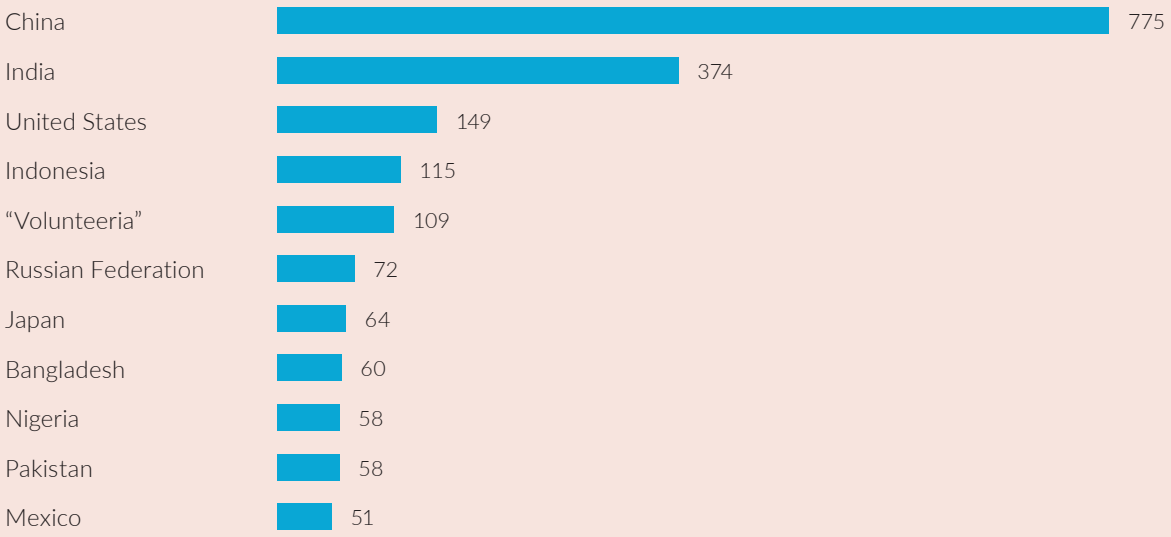
The resolution also makes a number of other clarifications, including that the reference or time period under investigation in surveys should be four weeks or one calendar month. It also added examples of groups that would be excluded under the definition (for example, people undertaking compulsory civilian or military service).

ILO and UNV continue to work on global standards for measurement, with a new survey model published in 2020. Based on countries' experiences implementing the new module, further updates to the global standard could be made at the 21st ICLS in 2023.

Source: ILO 2011, ILO 2013, ILO 2018

Box 2.2 What do we know on the scope and scale of volunteering?

Estimates prepared for the *2018 State of the World's Volunteerism Report* suggest that the combined workforce of the world's one billion volunteers is equivalent to 109 million full-time workers. Using the figures for 2017, this is roughly equivalent to the total employment (15 years of age and above) of Indonesia, two-thirds of total employment in the United States and 50 per cent larger than total employment in the Russian Federation and Japan.



The 2018 global estimates also suggest that:

- 70 per cent of volunteer activity throughout the world involves direct person-to-person engagement, while 30 per cent takes place formally through organizations or associations.
- There are significant variations in the scale of the volunteer workforce across different regions. Regional differences also exist in the proportions of direct and organization-based volunteering.
- Most global volunteer work is carried out by women (57 per cent).
- Organization-based volunteering is evenly distributed between the sexes (51 per cent women and 49 per cent men), although a higher proportion of direct volunteering work is done by women (59 per cent).

Source: UNV 2018b

2.1. Mainstreaming volunteering into national data collection systems: labour force surveys

There is no official stand-alone international statistical survey that measures volunteering. Gathering data on volunteering requires the incorporation of modules in other surveys or administrative tools.

Household surveys are best suited to collecting statistics on work and the labour force covering the resident population and their participation in all jobs and all forms of work (including volunteer work). Both the *ILO Manual* and *19th ICLS Resolution* recommend the use of official labour force surveys for measuring the scale and scope of volunteer work.[10]

These types of household statistical surveys have the advantage of typically being conducted by official statistical agencies using large samples. They capture considerable amounts of demographic data, have short reference periods and are carried out by interviewers with the skills to transpose activity descriptions into occupational categories.

Updated labour force survey module for national statistical agencies in 2020

From 2018 to 2020, under a partnership between UNV and ILO, a new labour force survey module was developed in collaboration with national statistical agencies in Ukraine and Senegal. The module was subject to a multiphase testing process using qualitative and quantitative research methods. This new module has been more efficient in measuring volunteer work than the one recommended in the *ILO manual* in 2011:

- The terms "volunteer work" and "unpaid help" are both used to formulate questions, helping respondents to better understand their meaning and limiting reporting errors.
- The provision of unpaid work is detected in relation to potential beneficiaries (individuals, organizations, communities and nature), leading to more comprehensive measurements of direct and organization-based volunteer work.
- Unpaid work done in connection with non-financial donations is also measured. Such work often goes undetected by surveys, although a significant number of people voluntarily dedicate time and effort to collecting, distributing and preparing donated goods.

Data collected using the module can be used to generate a range of key volunteer work indicators, which can be used in a variety of economic and social analyses and can serve as inputs for the United Nations Satellite Account on Non-profit and Related Institutions and Volunteer Work (Box 2.4).

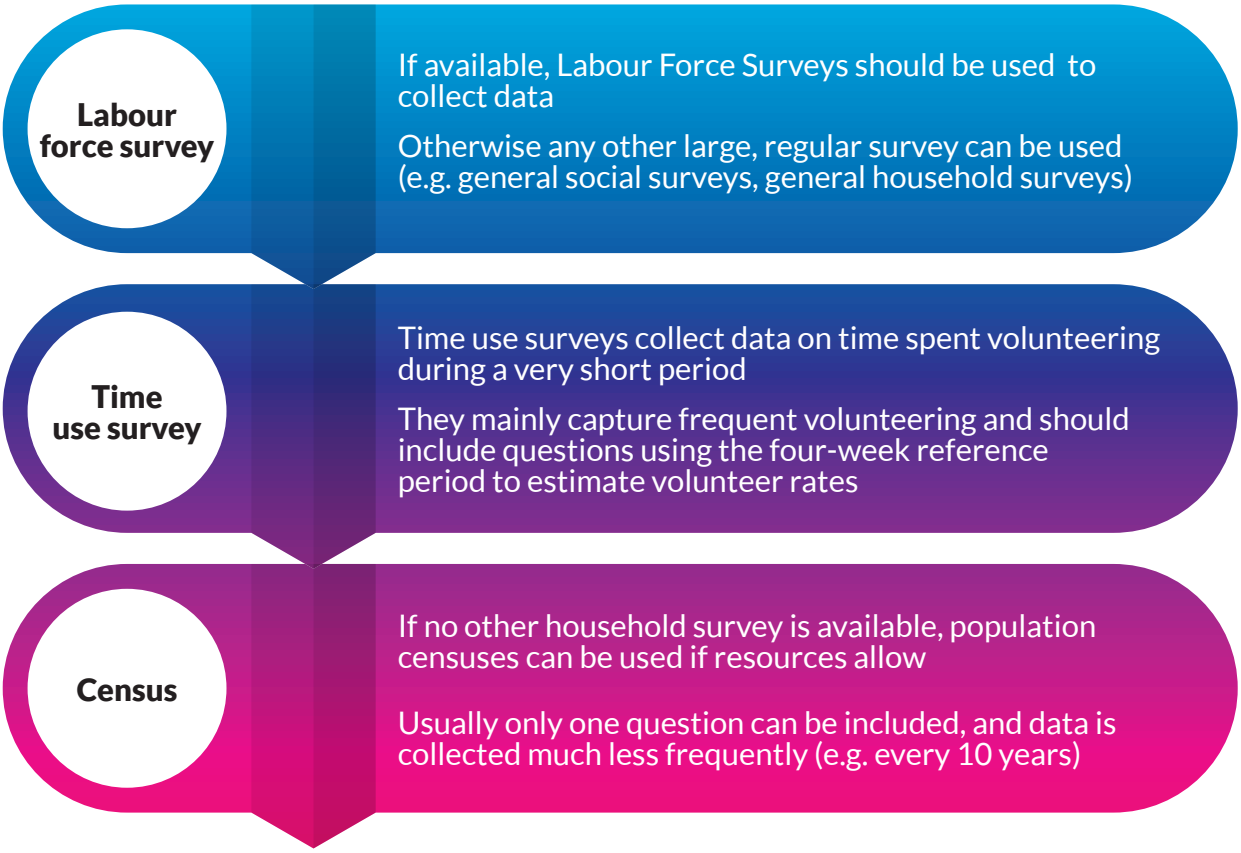
The tests in Ukraine and Senegal confirm that the new ILO survey module can efficiently measure volunteer work in diverse economic, social and cultural contexts. They also show that the perceived prevalence (and contribution) of this form of work is significantly underestimated if statistical surveys to measure it are not conducted. In both countries, traditional forms of volunteering and mutual aid at the community level would also be underreported without the improved survey module and accompanying guidance.

The new module combines best practices and innovative approaches for measuring volunteer work. The ILO recommends and promotes its use in official statistics to further the implementation of the latest international standards on statistics of work.[11] The organization has also included volunteer work as an indicator on the ILOSTAT database for the first time, making data available for use in research and analysis.[12]

2.2. Other survey tools

Although labour force surveys are the best tool to measure volunteer work in national statistical programmes, the advantages of other surveys, such as time use surveys, social surveys and stand-alone surveys mean some countries may also choose to use them to capture volunteer work. While these different surveys can tap broader aspects of volunteering, their drawbacks may include higher costs, smaller sample sizes and vulnerability to budget constraints.

Figure 2.1 Integrating the measurement of volunteer work into national statistical programmes



Time use surveys

Time use surveys are an example of one widely used household survey that can measure participation and time spent in all types of work, including volunteer work, for analysis at the individual, household and macroeconomic levels.

Time use surveys conducted by national statistical offices use a rigorous methodology to record the duration of a range of well-defined activities that individuals carry out. Survey respondents compile a diary of their daily activities by 30- or 10-minute time intervals over one or two days to capture activities both on working days and at the weekend. They significantly reduce recall error and are particularly well-suited to capturing work and non-work activities performed simultaneously or intermittently.

Time use surveys can provide gender-disaggregated information on volunteering rates and time spent for characteristics such as age, place of residence and marital and education status, as well as additional socioeconomic variables like employment status, and household income. These can show the contribution of volunteers to the production of goods and services – even when unaccounted for in a country's gross domestic product – and achieving the SDGs.

However, the surveys have a number of limitations:

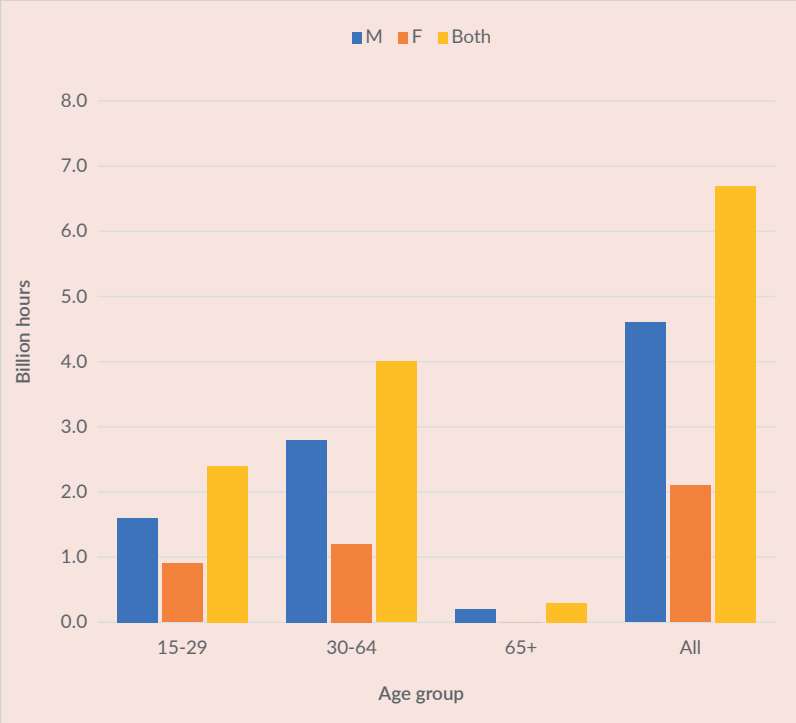
- A very short recall or reference period (24 hours) decreases the probability of capturing less regular volunteering (especially informal or direct volunteering that is performed as required, rather than on a regular basis). This leads to underestimating the volunteer rate and may exclude specific activities of groups of volunteers.
- A diary offers limited ways to detect participation in volunteer work (compared to a dedicated module).

Box 2.3 Time use surveys and gender: insights from Ethiopia

One Plan of Action Innovation Challenge Fund paper examined a time use survey in Ethiopia in 2013 to highlight the significant added value these surveys can provide for informing policy and measuring and reporting the role and contribution of women and men in development, specifically volunteer work.

The analysis of the survey in Ethiopia identifies a number of gender disparities in the participation and allocation of time for volunteer work. In Ethiopia, the participation of women tended to be lower than men and women volunteer less for unpaid community service, much of which would fall under the definition of volunteer work (Figure A). This gap is further widened by employment status, with men in employment participating most in volunteer work overall. Men's participation in volunteer work rose significantly with household income (Figure B).

Figure A: Time dedicated to national volunteering in Ethiopia in 2013 among people over 15 years of age disaggregated by sex (billion hours)



Box 2.3 Time use surveys and gender: insights from Ethiopia *(cont.)*

Figure B: Daily volunteer rate among participants over 10 years of age for 2013

Source: Yimer 2020

These efforts remain a work in progress. A key limitation is that time use survey statistics on volunteer work do not provide detailed data disaggregated by key economic activities, such as agriculture, education and health. This makes it hard to link the contribution of women and men volunteers to specific SDG indicators.

Other official household surveys

Household surveys covering living standards, income and expenditure, and budgets can also provide statistics on work and the labour force through dedicated modules with nationally representative sample sizes. They are a cost-effective alternative when a dedicated labour force survey is not feasible and are an important tool to support analysis of the relationship between different forms of work and household livelihoods, poverty and other economic and social outcomes.

Population census

The national population census is a key source of statistics for preparing sampling frames for household surveys and producing small area and group estimates. Census surveys are particularly useful for capturing information on non-nationals and other specific groups, such as people with disabilities, informal workers and people living in informal settlements. However, the space available and operational considerations limit the work-related topics that can be included, meaning measurement is often confined to core questions establishing the occupational status and main form of work of the population and captures only basic characteristics of people in employment. ILO published updated guidance and a model question on volunteer work for population and housing censuses in 2019.[13]

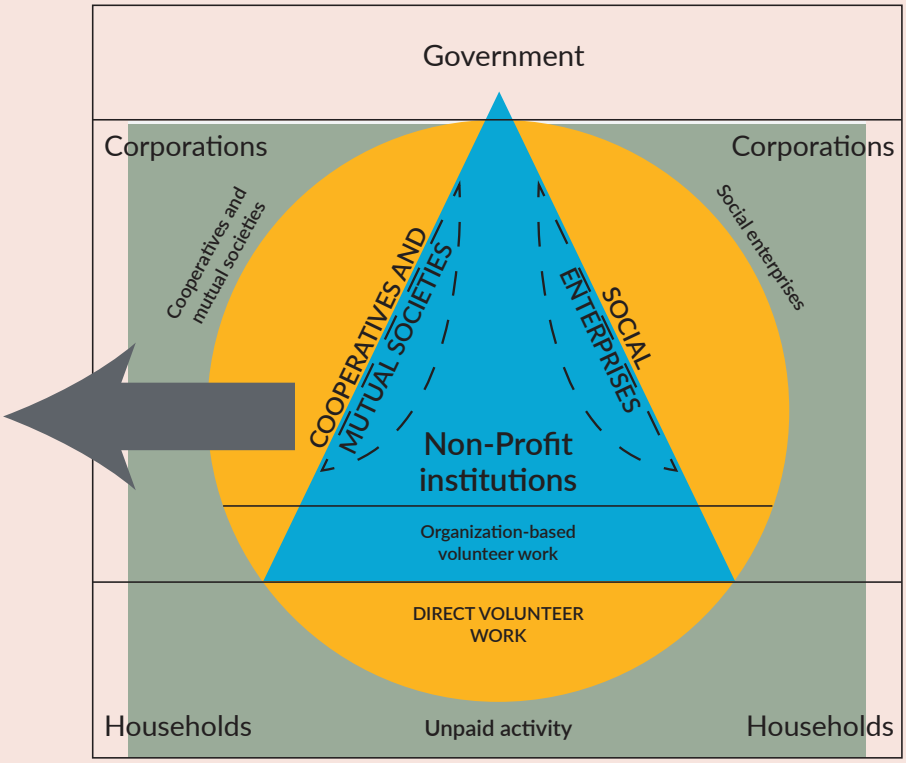
Administrative records

When developed for use as a statistical source, administrative records may be useful for producing frequent and detailed statistics. Registers based on employment services, pension schemes, social security and tax systems, information provided by civil society organizations when registering with governments and vocational education and training programmes provide statistics for the corresponding individuals for reference periods of a month, a quarter or a year. In some countries, statistics may cover all personnel, including volunteers. For example, the United Nations Satellite Account on Non-profit and Related Institutions and Volunteer Work (Box 2.4) often draws on NGO registration processes, where the number of volunteers is included in the size of the workforce.

Box 2.4 How does the United Nations Satellite Account on Non-profit and Related Institutions and Volunteer Work support the measurement of formal volunteers?

While the System of National Accounts remains the internationally agreed standard on how to measure economic activity, a suite of satellite accounts and targeted handbooks offer additional measurement guidance in specific areas that may not be covered, such as the economic activity of non-profit and related institutions and volunteer work.

The Satellite Account recognizes that volunteer work has essential features that distinguish it from other household activity. Standardization of the measurement of its activities is important relative to other non-profit activities:



Through the Satellite Account, non-profits are able to include volunteers in their balance sheets. Leading volunteer research institutions such as the Johns Hopkins Comparative Non-profit Sector Project have used these tools to demonstrate the relative size of the volunteer workforce across countries. For example, in Japan volunteers make up 32 per cent of the non-profit workforce, and 3.2 per cent of the total national workforce.

The Satellite Account methods focus on capturing the value of formal or organization-based volunteers but nonetheless provide an important way to conceptualize the social economy sector in countries around the world.

Source: UN DESA 2018, Salamon and others 2012

2.3. Cross-national surveys on volunteering

Collecting statistical data on volunteering through national agencies can increase efficiencies and ensure systems are in place to collect data regularly. Nonetheless, many countries have not yet incorporated modules on volunteer work in survey instruments, particularly in the global South. In these countries, other sources can be used to provide data on the scale and scope of volunteer work.

The Johns Hopkins Comparative Non-profit Sector Project

The Johns Hopkins Comparative Non-profit Sector Project is the longest running and largest attempt to collect comparative international data on the non-profit (civil society) workforce. Covering 44 countries, the project has used local teams of researchers – both paid and volunteer workers, engaged by non-profit institutions in the countries themselves – to collect some of the first data on the workforce.

Most of the data were derived from official economic statistics compiled as part of the System of National Accounts. However, the project also went beyond these sources to provide some of the first systematic data on organization-based volunteering using specially commissioned surveys.

Measuring dimensions of volunteering in other cross-national surveys

Many surveys capture elements of volunteering through the use of a single survey and methodology across multiple countries. These include regional initiatives, such as Afrobarometer, Eurobarometer and the European Quality of Life Survey, and global instruments, such as the CIVICUS Civil Society Index, the Gallup World Poll and the World Values Survey. These often provide insight on a specific topic or angle, including perceptions data.

However, they are not designed to meet the ICLS global statistical standard on the measurement of volunteer work and so cannot be used for comparisons with and between national official statistics. This means they may be less widely used in national or subnational policymaking, although they nonetheless provide a useful resource on an under-researched topic.

Box 2.5 Using perceptions and public opinion surveys to generate insights on volunteering: insights from Afrobarometer

Understanding who volunteers, under what conditions and why can help promote civic engagement and volunteerism to support progress towards the SDGs. Even if they are not specifically dedicated to volunteering, systematic, cross-national perceptions and public opinion surveys can provide useful insights into the nature of voluntary action.

Afrobarometer is a pan-African research institution that conducts regular public attitude surveys on democracy, governance, the economy and society in more than 30 countries. As part of the Plan of Action Innovation Challenge, Afrobarometer drew on nationally representative data from 45,823 interviews in 34 countries between September 2016 and September 2018 during the seventh round

Box 2.5 Using perceptions and public opinion surveys to generate insights on volunteering: insights from Afrobarometer *(cont.)*

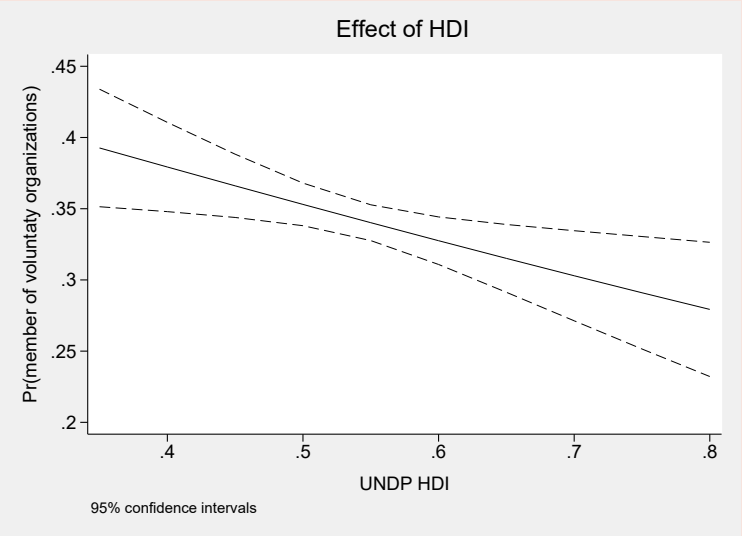
of its established survey to explore voluntary civic engagement as one component of volunteering. The countries covered are home to almost 80 per cent of the continent's population and, significantly, include many countries that have not yet measured volunteer work through official surveys.

In its analysis, Afrobarometer examined the relative importance of a range of factors related to why Africans participate in volunteering using a multilevel logistic regression analysis. The models highlighted a key finding: voluntary civic engagement falls as African countries' Human Development Index (HDI) rises. The HDI indicates standards of living in a country measured in terms of achievements in education, health and purchasing power. The effects of higher standards of living on the likelihood of civic engagement are profound: there is an 11-point difference in the probability between countries with the highest HDI (27.9 per cent) and those with the lowest (39.3 per cent).

This effect could suggest that individuals' desire to meet their basic human needs – either for themselves or for others – is a major driver of voluntary engagement. As basic needs are increasingly met for individuals and in societies that have achieved higher levels of human development, this key driver of civic participation declines substantially. Gross national income per capita, which is also captured in the HDI, is not significant by itself.

Given the wide range of volunteering practices in the countries studied, these findings highlight the importance of further research on whether voluntary engagement has declined or been displaced into other types of volunteering.

Figure A: Predicted probability of voluntary civic engagement (member/leader) and Human Development Index (HDI)



Source: Afrobarometer 2020

3. Intrinsic value: reflecting the economic and social value of volunteering

B: Measuring the intrinsic value of volunteering

Measuring the value of volunteering begins with an assessment of its intrinsic worth (Box 1.3). There are two main approaches to measuring the intrinsic worth of volunteering. The first converts the value of volunteering practices into economic and financial worth. The second assesses the social and well-being benefits from volunteering.

3.1. Economic valuations of volunteering

Most measurement of the intrinsic value of volunteering focuses on the economic aspect. From the economic returns for individual volunteers to the replacement of labour costs on a par with entire sectors of a country's economy, the economic impacts of volunteering are increasingly visible and felt. A number of models have been developed to measure economic value:

- **Replacement value of labour costs:** This model is based on the cost of replacing the labour volunteers contribute to organizations. In 2019, Johns Hopkins and Rotary International found that Rotary member volunteers donated 47 million hours a year. If communities paid for the services delivered by volunteers, the cost would be around $850 million.[14]
- **Economic returns:** Analysis in Denmark shows that entrants to the labour market can enjoy significant economic returns from volunteering. However, this effect becomes insignificant after six years of experience in the labour market.[15]
- **Broader estimates of the economic value of lives saved and the emotional impact on communities.** In Australia, the value of volunteering in 2018 was estimated at 290 billion Australian dollars ($200 billion). This included the value of traditional goods and services supported by volunteers, as well as the values of lives saved and the emotional impact of volunteering on both volunteers and the people and organizations affected by their actions.[16]

Traditional economic models only give an incomplete picture of the real economic value and costs of volunteering. Despite capturing traditional goods and services, the available models have largely failed to include the aggregate cost to volunteers themselves.

The opportunity costs of participation and differences in volunteering costs are not the same for all groups, with vulnerable groups often paying a higher price for volunteering. The full costs of volunteering for women tend to be higher than for men, since in most societies women bear the burden of unpaid care work. Moreover, women's productive roles in care-giving and in the community can affect their labour force participation.[17] More comprehensive economic models are needed to examine the costs and benefits across groups at risk of being left behind.

Box 3.1 Valuing volunteer organization contributions to the SDGs

A paper prepared for the International Forum for Volunteering in Development annual conference in 2017 used Voluntary Service Overseas (VSO) as an example to calculate the economic contributions of volunteers to the 2030 Agenda.

As part of whole-of-society approaches to the 2030 Agenda, volunteering is often linked to SDG 17, (Partnerships for the Goals). SDG 17 has three targets that are particularly relevant to measuring the contribution of volunteering:

- target 17.9 on capacity-building;
- targets 17.16 and 17.17 on multi-stakeholder partnerships.

In terms of the correlated impact on these three targets, for 2016–2017, VSO deployed 2,193 volunteers, contributing a combined total of 14,375 volunteer-months of work, equivalent to 1,193 volunteer-years. If we calculate the value of this time using the average UK annual salary, it is worth £32 million ($40 million).

Source: International Forum for Volunteering in Development 2017

3.2. Social benefits of volunteering

As described in the proposed measurement framework, volunteering practices build multiple forms of capital that together generate additional value beyond the intrinsic value of volunteering itself. There are a number of ways in which volunteering can contribute to economic, social and environmental change, including:

- **Social capital:** Aldrich and Sawada (2015) reviewed **mortality rates** across communities for the 2011 Tokohu tsunami in Japan, in light of data on demographics, geography, infrastructure, political conditions and **social capital** (including volunteering). The authors found that stocks of social capital were important determinants for survival, especially horizontal ties that increased social interactions and formed networks of reciprocity within communities.
- **Community resilience:** In 2017, UNV conducted four months of field research in 15 communities to understand the value of volunteering to communities undergoing economic, environmental and conflict-related **shocks**. What communities found most valuable about volunteering was the ability to **self-organize to find solutions** in the absence of help from the government or other official entities and the human connections and empathy generated through volunteering with people experiencing similar hardships.[18]
- **Redressing inequalities:** Inequalities are often associated with social distance, where people only tend to associate with others of the same background. Volunteering can bridge boundaries across social groups by bringing them together to address shared challenges. As a result, it can reduce the alienation and isolation of specific communities, reshaping social roles and connecting people from diverse backgrounds as equals.[19]

This means volunteering could be a key pillar for reshaping cultural narratives, particularly around what it means to be a productive member of society, or challenge philanthropic models of "those with more, helping those with less".[20] Qualitative studies can be used to capture these effects and to shed light on the social value of volunteering beyond the economic sphere.

Box 3.2 Participatory measurement approaches that include volunteers

In the 2018 **State of the World's Volunteerism Report**, 1,200 UN Volunteers in 15 communities shared their perspectives on their work, well-being and impact. Using approaches that ensure the full participation of volunteers to advance research and data collection can serve to provide new insight into the fabric of volunteering.

Since 2011, the International Federation of Red Cross and Red Crescent Movement and its national societies have carried out a number of Volunteer Investment and Value Audits. These reports examine investments, returns and economic and social contributions in relation to the movement's volunteers.

A review of volunteers providing psychological support services in emergencies by the Hong Kong branch of the Red Cross Society for China demonstrated the social value of the interpersonal skills developed by volunteers, including improved understanding and acceptance of psychological well-being among communities and the specific benefits to those receiving psychological first aid in times of crisis.

Source: UNV 2018b, IFRC 2014, IFRC 2015

Box 3.3 Traditional volunteering practices: insights on the *ashar* approach in Kyrgyzstan

Volunteering practices are motivated by and rooted in multiple diverse social value systems. Measurement approaches can illuminate how they operate in practice. The *ashar* practice used in Kyrgyzstan refers to the voluntary support to a common or individual cause (volunteering in-kind, or giving time or money to support one's community).

Under the Plan of Action Innovation Challenge, a pioneering national survey on volunteering in Kyrgyzstan covering 1,200 people was conducted by the El-Pikir Center for Public Opinion and Forecasting in early 2020 to understand the role *ashar* plays as a driver of socioeconomic development. The survey found that, while volunteers in Kyrgyzstan come from all backgrounds, the most active population subgroup is male, ethnic Kyrgyz, 30–49 years of age, with secondary education, self-employed and lives in a middle-income household in rural south of the country.

A qualitative measurement component of the study found *ashar* to be the most popular form of traditional volunteering in Kyrgyzstan: 44.6 per cent of the population were estimated to participate in the practice.

As a first step towards rigorous, innovative research on volunteering in Kyrgyzstan, the El-Pikir survey shows how the everyday lives of Kyrgyz people are shaped by volunteer activities. Within the country's social norms, these everyday practices are not generally considered as volunteering but are largely taken for granted and perceived as normal by all those involved. In the words of one interviewee: "without these actions Kyrgyz are not Kyrgyz".

Source: El-Pikir Center for Public Opinion Study and Forecasting 2020

3.3. Volunteering and well-being

Beyond its economic and social value, volunteering can have a significant influence on the well-being of volunteers and the recipients of their work. The goods and services produced by volunteers contribute to household materials and well-being. When volunteers undertake activities in social provision, health care, education and environmental preservation, marginalized groups, such as homeless people, migrants and people living in poverty, all receive support. Beyond the direct goods and services received by the recipients and beneficiaries, volunteering also benefits the volunteers themselves.

In short, volunteering has a positive effect on the physical and mental health of volunteers and is associated with feelings of life satisfaction and positive moods (Box 3.4), key components in common definitions of well-being.

Some of the strongest research on volunteering and well-being in high-income countries is on older people who are retired, especially those living alone. Social interaction through volunteering helps to replace the roles people have lost and to provide a renewed sense of purpose.[21]

Box 3.4 Does volunteering make us happier?

To isolate the impact of volunteering on people's well-being, State of Life explored four nationally representative UK surveys to analyse the factors underpinning volunteers' well-being.

Through estimation techniques and controlling a range of other sociodemographic factors that can determine subjective well-being, the study was able to isolate the impact of volunteering on an individual's life satisfaction.

The findings of this study include:

- A positive association between volunteering and life satisfaction, roughly equivalent to one-sixth of the association with full-time employment and comparable that of lifting an individual out of a deprived neighbourhood.
- There is a similar positive association between volunteering and both general and mental health. These associations hold after filtering out other variables, such as individuals' prior well-being.
- The well-being measure most strongly associated with volunteering is the sense that the things one does in life are worthwhile, suggesting that volunteering increases life satisfaction by making life more meaningful.
- More frequent volunteering is associated with a higher increase in well-being. The effect is almost three times higher when volunteering is done at least once a week than when it is done several times a year.
- There is no significant association between volunteering in arts and culture and well-being. However, volunteering in sports is positively and significantly associated with well-being, with a similar order of magnitude to volunteering in general.
- Formal volunteering is much more strongly associated with well-being than informal volunteering.

Source: State of Life 2020

4. Capturing the instrumental value of volunteering: emerging models and approaches

C: Measuring the instrumental value of volunteering

While the models presented so far can improve our understanding of the economic and social benefits of volunteering, they have yet to demonstrate clear, reliable and direct links to national development priorities and the SDGs.

This section explores a number of emerging approaches. These include moving from the inputs and economic value of volunteer labour presented in previous sections to value the results of human capital inputs through volunteering in a specific sector such as health or education (SDGs 3 and 4). Similarly, building more sophisticated models to measure the social and economic costs of volunteering can contribute to analysis of unpaid work by women volunteers and gender equality (SDG 5 on women's and girls' empowerment and gender equality) and their employment prospects in low- and middle-income countries (SDG 8 on decent work).

4.1. Contributions to specific SDGs

As a significant push to further this work, the Innovation Challenge Fund launched by the Plan of Action on Integrating Volunteering gave partners a chance to explore how to better model and reflect the contributions of volunteers to sustainable development (Box 1.7). A number of these, in addition to other examples from the literature, are shown in the remainder of this section.

The impact of volunteers on the education system in Togo

New research under the Plan of Action Innovation Challenge Fund provides insights into the role played by volunteers in education systems. The National Volunteering Agency of Togo identified improvements in learning outcomes that can be largely attributed to the contributions of volunteer teachers.

During the 2018–2019 school year, the average class size in the first year of secondary education is 37 pupils. However, without volunteers this ratio would have been 47 pupils per teacher. This reduction of 10 pupils per class brings the number closer to the national minimum standard of 30 pupils per teacher.[22]

The agency estimates that the mobilization of 368 volunteers helped 1,470 students pass their exams in the fourth year of lower secondary school (2.4 per cent of the national total) and 2,223 students in upper secondary school (12.1 per cent of the national total). The study emphasizes that volunteer teachers can increase the pass rate in secondary school leaving examinations, as volunteer teachers are trained in general teaching and teaching methodology before being deployed.

Through volunteering, learning outcomes and human capital directly contribute to SDG target 4.1 of ensuring all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.[23]

Measuring the contribution of corporate volunteering on the SDGs

The private sector continues to make significant contributions to the 2030 Agenda and the SDGs through volunteer programmes. To capture these contributions, IMPACT2030 released a measurement guide for corporate volunteer managers to measure the impact of their volunteer programmes. A pilot scheme helped to refine the framework by testing the guide with volunteering projects from

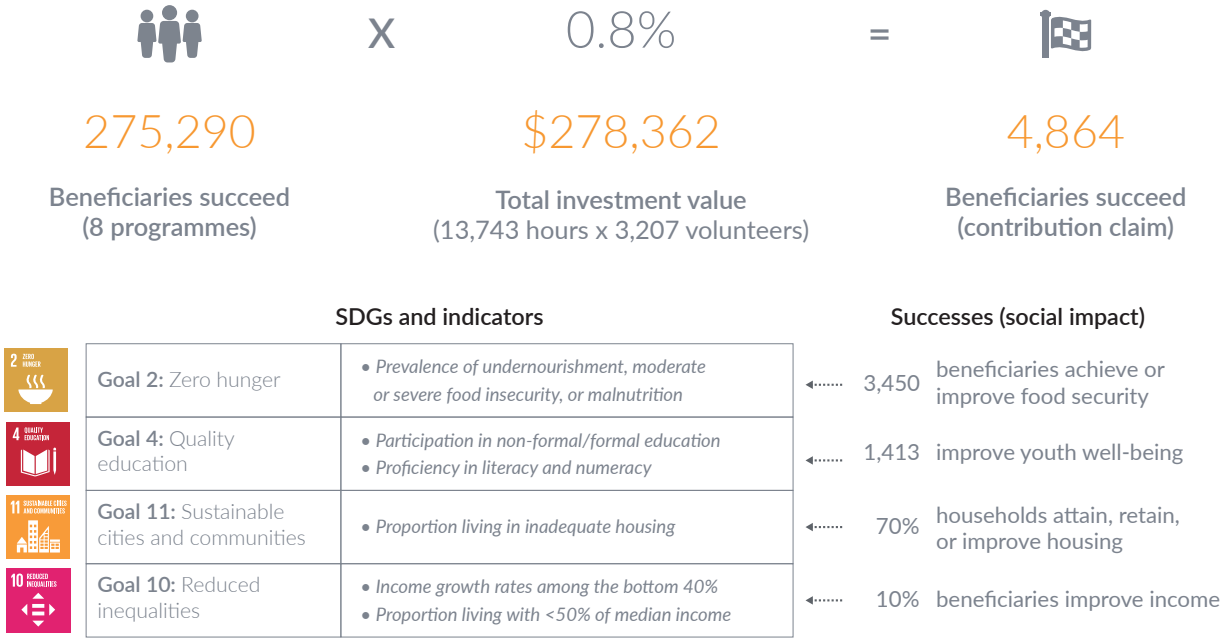
Bank of America (financial services), AT&T (communications), Dow (industrials), GSK (health), Mars (consumer products) and PIMCO (financial services).[24]

Four steps are defined to provide a practical framework for measuring the performance of those volunteer activities to help companies improve the impact of their volunteering programmes on the SDGs:

- Step 1: Determine social programme outcomes and cost.
- Step 2: Monetize volunteering by assigning a value to goods or services provided by programmes.
- Step 3: Calculate the portion of the initiative's results that can be claimed as a contribution by the company through the provision of volunteers. For example, if a corporate provides $1,000 worth of volunteer time to a $100,000 initiative, then that corporate could claim one per cent of total results achieved.
- Step 4: Align with the SDGs.

If care is taken to ensure the quality of the data collected and used, this approach can generate data on the social impact of volunteering, making possible the following type of statements: "Our 10,000 hours of volunteer service contributed to SDG 1 (No Poverty) by helping 100 unemployed people gain jobs in [community/city/region/country]."

Figure 4.1 Process to assess corporate volunteering impact on the SDGs



Source: IMPACT2030 and True Impact LLC 2020

5. Evaluative research: methods to measure the effects of volunteering initiatives

D: Measuring volunteering interventions (policies and programmes)

Many of the approaches in this toolbox aim to measure volunteering as a phenomenon in society. However, as shown by the previous examples, policymakers and stakeholders also establish policies and programmes to support volunteering. Measuring and isolating the impact of these interventions can also provide important insights into how to strengthen the contributions volunteering makes to sustainable development.

Such evaluative research will use many of the same intrinsic and instrumental measures as a starting point, such as evaluating the economic and social goods created through volunteering, or contributions to specific SDG targets. However, the research methodology is also likely to go beyond observing patterns and correlations to allow the isolation or manipulation of specific variables, such as through the use of controls. This helps to understand and attribute changes to the intervention in question.

Many individual reviews and evaluations in the volunteering sector are available from a wide variety of volunteer-involving organizations. At the broader policy level, impact assessments have been restricted to a limited number of cost–benefit analyses of national civic service schemes. UNV plans further work on the assessment of the enabling environment for volunteering in 2020, which could serve as a basis for additional measures in these areas.

Two assessments of volunteer programmes and schemes are discussed below. These are of particular interest as they use quasi-experimental methods, a relatively new area of focus in volunteering research and measurement.

5.1. Quasi-experimental research on the effects of volunteering initiatives

The World Bank has supported the evaluation of the national volunteering programme in Lebanon through a quasi-experimental assessment of the first three years of the national volunteer scheme. The study identified a range of findings of a three-month programme of around 80 hours of volunteering and 20 hours of skills development for 1,200 youth volunteers. The findings included:[25]

- higher tolerance and social belonging among volunteer participants;
- no impact on volunteers' soft skills;
- no impact on employability and employment outcomes.

The reported higher tolerance and increased social cohesion appears to come from greater mixing between volunteers, since 35 per cent came from geographical areas outside the project scope.

Similarly, a quasi-experimental research design was used to evaluate NYC Service, a unit overseeing civic engagement within the Office of the Mayor of the City of New York and which runs the NYC Civic Corps programme connecting 100 members to indirect service positions in 50 community-based organizations and city agencies.[26]

A comparison group of organizations similar to the NYC Civic Corps was identified, doubling the sample size and introducing a "natural experiment" for comparison between the groups. The comparison group tended not to have dedicated staff for volunteer management, whereas this was a focal point of the NYC Civic Corps organizations.

The evaluation found significantly increased benefits for volunteers at NYC Civic Corps sites than for the control group. Other key research findings include:

- Almost all NYC Civic Corps sites report that volunteers deliver cost savings, provide customer service, improve community relations and increase the quality of services.
- NYC Civic Corps sites are more appreciative of the specialized skills that volunteers can contribute and are more likely to entrust volunteers with the management of other volunteers.
- NYC Civic Corps members generally met the expectations of the partner sites, contributed to the capacity and goals of the partner organizations and appear to have made volunteers more effective.

The use of quasi-experimental evaluation research methods provides the opportunity to reconsider how volunteering programmes can be evaluated in a rigorous way that could be replicated for similar volunteering and leadership schemes. However, quasi-experimental evaluation methods are not the only tools for learning from programme or policy evaluation.

5.2. Using case studies to assess interventions

The Singapore International Volunteers programme run by the Singapore International Foundation gives volunteers the opportunity to work with overseas partners to build capacity through specialist and direct-service projects. An evaluation of the programme was conducted to better understand how the foundation's volunteers contribute to building capacity and skills in host countries, measure the "added value" of international volunteers and contribute to knowledge of how international volunteer cooperation contributes to global partnerships for sustainable development and hence SDG 17.[27]

A case study approach was implemented over 10 months based on primary field research, which included semi-structured interviews with 244 individuals, 10 focus groups and 147 surveys. The findings of the study include:

- 48 per cent of respondents said volunteers helped develop training manuals for training-of-trainer activities, building skills including the use of equipment and other technology and building the capacity of individuals in health-care practices.
- 97 per cent believed volunteers were effective in transferring new skills.
- Areas for improvement were also identified: 52 per cent found the training too advanced and 62 per cent found the training too short to acquire the new skills.

Insights from quasi-experimental approaches, case studies and other evaluation methods provide invaluable feedback through an adaptive learning approach to strengthen the measurement of volunteering initiatives. This can improve the experience for all involved and improving awareness of contributions and outcomes.

6. An agenda to create an enabling environment for the measurement of volunteering

This toolbox sets out building blocks and emerging approaches for measuring volunteer work as a basis for further experimentation and documentation. The framework it proposes captures key approaches for the measurement of volunteering in the context of the 2030 Agenda.

The resources presented in this toolbox suggest that progress to date is uneven across the four domains of measurement:

In terms of measuring the **scale and scope** of volunteer work, incremental progress has been made over the past decade. Updated tools in 2020 can better capture all forms of volunteer work in diverse contexts. However, they still lack a consistent implementation in routine statistical surveys, particularly in least developed contexts, which would provide policymakers with evidence of volunteering trends and patterns.

To date, measuring the **intrinsic value of volunteering** has focused on organizations and their projects. We do not yet know if and how this knowledge can be used more generally to demonstrate volunteer contributions to well-being and development. This would not only require further work on standardization and application, but also deepening these models. For example, modelling the economic and social benefits of volunteering must account for how they are influenced by inequalities across society.

In contrast, this toolbox shows that work to understand the **contributions volunteers make to national priorities and the 2030 Agenda for Sustainable Development** is still in its early stages. Some emerging approaches are presented here but more experimentation is required. A range of data sources and the use of different analytical approaches are required for each of the SDGs, as well as for understanding cross-cutting contributions to the 2030 Agenda.

Finally, **research on volunteering interventions** (policies, programmes and projects) continues to evolve, drawing on wider evaluation practices, from quasi-experimental techniques to case study approaches. Perhaps the biggest gap in this toolbox is measurement of the enabling environment for volunteering. Understanding how laws, policies, bodies and initiatives shape all types of volunteer work, including informal volunteering, is critical for policy integration and planning.

Based on this assessment, this toolbox concludes with a number of recommendations and priorities on the measurement of volunteering.

Integrate volunteering into regular statistical measurement to strengthen data on the scale and scope of volunteer work

Member States are encouraged to integrate regular statistical measurement of volunteering into existing household surveys. As the ILO guidance makes clear, this can be done via labour force surveys or other nationally representative data collection systems. New tools developed in 2020 to better reflect the diversity of volunteering in the global South provide further rationale for investment in these systems during the Decade for Action. Making survey results openly accessible also allows analysis by a wide range of development partners to address development problems or model contributions to development priorities.

Build models to capture volunteering contributions to the 2030 Agenda

Multi-stakeholder approaches that bring together governments, academia, the private sector and volunteer organizations and coalitions are important for building on these statistical foundations. More innovative national and subnational models to capture the contributions of volunteer work to advancing human development and the 2030 Agenda are needed, building on or adding to the approaches included in this toolbox. Only by understanding the economic and social contributions

of volunteer work and its links to well-being can stakeholders design policies and programmes that maximize the intrinsic and instrumental potential of volunteering.

Volunteering stakeholders will also benefit from standard measures or indicators for each domain of the model presented in this toolbox. From a policy perspective, while this may oversimplify a complex phenomenon, it could mean more attention on volunteer measurement (for example, to demonstrate the value of whole-of-society approaches) or facilitate the incorporation of volunteering into various development indices and models.

Establish models to inform efforts to leave no one behind

Progress is also needed for assessing the enabling environment for volunteering. This means establishing models that can look more specifically at how interventions can influence inequalities, inclusion and the empowerment of marginalized groups. These factors are essential for understanding the wider context and the value of different volunteers, particularly women and groups left furthest behind.

Ensure knowledge-sharing systems and collaboration on measurement

Knowledge exchange is essential as efforts and experimentation continue. National reporting on research, evaluation and other evidence sources can add significant value to global knowledge-sharing networks. The UNV Knowledge Portal on Volunteerism provides an entry point for increasing the sharing of practices, tools and lessons learned on volunteering measurement.

At the dawn of the Decade of Action, this measurement agenda can serve not only to build the capabilities of volunteers and organizations and to strengthen community resilience but also to highlight volunteers' contributions to economic, social and environmental goals, reducing inequalities and increasing human well-being for all.

Ultimately, our efforts to achieve the SDGs and leave no one behind will be strengthened by better measurement tools, models and approaches, capturing the rich intrinsic and instrumental contributions volunteers make every day all across the world.

NOTES

1 Plan of Action 2020a.
2 ILO 2013.
3 UNV 2018b.
4 United Nations 2015.
5 Plan of Action 2020b.
6 Sen 1999.
7 Stewart 2013.
8 Plan of Action 2020c.
9 ILO 2011, ILO 2013.
10 ILO 2011, ILO 2013.
11 ILO 2020a.
12 ILO 2020b.
13 ILO 2019.
14 Salamon and others 2019.
15 Qvist and Munk 2018.
16 Flinders University 2014.
17 UNDP 2020.
18 UNV 2015.
19 Lamont 2018.
20 Lengfelder and Carroll 2019.
21 OECD 2015.
22 ANVT 2020.
23 United Nations 2020a.
24 IMPACT2030 and True Impact LLC 2020.
25 Alaref and others 2019.
26 Dietz, Teles and Jones 2019.
27 Lough 2016.

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PLAN OF ACTION TO INTEGRATE VOLUNTEERING INTO THE 2030 AGENDA

The Plan of Action to Integrate Volunteering into the 2030 Agenda is a framework under the auspices of the United Nations through which Governments, United Nations entities, volunteer-involving organizations, private sector, civil society including academia and other stakeholders come together to integrate volunteerism into the planning and implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) by:
a) strengthening people's ownership of the development agenda;
b) integrating volunteerism into national and global implementation strategies; and
c) measuring volunteerism.

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Plan of Action
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into the 2030 Agenda