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in the “Soy Voluntari@” network model

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About Us

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation.

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Index

Index	5
Acronyms.....	6
Acknowledgements	7
1 Introduction.....	9
2 Background	13
3 Research methodology	17
4 Soy Voluntari@ National Network Model	21
4.1 Soy Voluntari@ National Network Culture	22
4.2 Soy Voluntari@ National Network Players and Roles	25
4.3 SVNN organizational structure	27
4.4 Cross-sector collaboration: Practical cases	30
5 Soy Voluntari@ National Network. Analysis Findings	33
5.1. Characteristics of networks’ members	33
5.2. Network members’ appreciation of the Soy Voluntari@ model: Principles, facilitation, benefits, and recommendations	35
5.3. Cross-sector collaboration in the Soy Voluntari@ networks.....	41
5.4. Soy Voluntari@ networks’ role in volunteerism institutionalization in Peru.....	44
5.5. Potential of the Soy Voluntari@ networks in the 2030 global agenda	46
6 Replicability and sustainability of the Soy Voluntari@ model.....	49
6.1. Replicability conditions	49
6.2. Replicability of the Soy Voluntari@ model in regions	50
6.3. Analysis of results in regional networks.....	54
6.4. Replicability of the Soy Voluntari@ model: keys and challenges	60
6.5. Sustainability of Soy Voluntari@ networks.....	62
7 Conclusions.....	65
8 Recommendations.....	67

Acronyms

AECID	Spanish International Development Collaboration Agency
AVN	Arequipa Volunteer Network
PVN	Peru Volunteer Network
CONVOL	National Volunteering Commission
MCV	Volunteering Round Table
MIMP	Ministry of Women and Vulnerable Populations
UN	United Nations
UNDP	United Nations Development Programme
UNV	United Nations Volunteer programme
UNV Peru	United Nations Volunteer programme Field Unit in Peru
SVNN	Soy Voluntari@ National Network
SVNs	Soy Voluntari@ Networks (referring to regions)

Acknowledgements

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1. Introduction

Volunteering arises out of ancient and indigenous traditions all over the world. It has made and can still make significant contributions to development. It draws on the engagement of people with their environment and applies to all countries, developed and developing alike. It played an influential role in attaining the Millennium Development Goals (MDGs) and can contribute significantly to the Sustainable Development Goals (SDGs).

In his recent “Synthesis report on the post-2015 sustainable development agenda”, the Secretary General Ban Ki-Moon recognized the transforming contribution of volunteering in building the 2030 global agenda: *“131. As we seek to build capacities and to help the new agenda to take root, volunteerism can be another powerful and cross-cutting means of implementation. Volunteerism can help to expand and mobilize constituencies and to engage people in national planning and implementation for sustainable development goals. And volunteer groups can help to localize the new agenda by providing new areas of interaction between Governments and people for concrete and scalable actions”*.

Strengthening volunteer engagement for SDG delivery, and enabling volunteer organizations to mobilize volunteers and facilitate volunteer opportunities, bears an enormous potential to achieve a truly transformational agenda. Volunteerism engages people on the issues they are facing; volunteers can be a complementary resource for SDG delivery across all thematic areas. Volunteerism also allows to localize development interventions and influence people’s attitudes and mindsets, leading to long-term behavioral changes. In order to fully leverage volunteerism’s added value to development, investments are needed to establish an enabling environment including a well-functioning volunteerism infrastructure.

In recent years, UNV Peru has been supporting innovative approaches to managing volunteering infrastructure that may be replicated in and adapted to similar scenarios and realities around the world, especially in Latin America.

UNV Peru has been involved in creating and strengthening the Soy Voluntari@ National Network (SVNN) by contributing to build a sound volunteering infrastructure that embraces not just diverse volunteering entities but also other sectors, and to create synergies with a view at having a greater and better social impact. The process to create such forums is the subject of this research which was carried out between September 2014 and March 2015 as the *“Volunteering entities’ network for cross-sector collaboration”¹*.

This research was conducted through a consultancy called *“Volunteering entities’ network as a cross-sector collaboration model”²* financed by UNV and coordinated by UNV Peru.

The main objectives of this research included:

- Validating the Volunteer Entities Network’s cross-sector collaboration method to involve volunteers in development processes and identify their contribution in achieving the MDGs and potential on the 2030 global agenda.
- Documenting the Volunteering Organizations Network’s contribution in strengthening public policy and law making to mainstream volunteering as a development tool.

The main research findings came from the gathering and analysis of evidence about the contribution made by volunteering entities networks as stages for cross-sector collaboration and also about the contributions made by various network members to the process aimed at institutionalizing volunteering, both nation- and region-wide, with a special focus on the joint contributions to public policy- and law-making as regards volunteering for development.

One of the main elements of the study of these networks is an analysis for the network management model implemented in the national context. Our research highlights the methodology used for developing regional level networks and examines the characteristics and behavior of network participants. Moreover, it explores the potential and limits of such forums and delves into the possibility to replicate the model and the requisites that would ensure its sustainability.

¹ By “Volunteering entities network” we mean a broad range of public sector, private sector, international sector, youth, university, NGO, foundation, association and other organizations that carry out programs for volunteer work management and introduce this component in development projects or programs. This definition is similar to the VIO (Volunteer Involving Organizations) Networks frequently used to describe international organizations with experience in working with volunteers such as the United Nations, but which typically do not include public sector or private sector.

² A final decision was made to include the term “cross-sector” instead of “inter-sector” because it adds a nuance describing volunteer work as a topic that cuts across various interests and views of action from all involved players who share views and build synergies and cooperation links among them without losing their own specific characteristics.

Our research results are organized as follows. We start by presenting the background of the Peruvian experience leading to the emergence of volunteering entities networks (2. Background). Then we include a brief description of the methodology, techniques and information sources used in our research (3. Research methodology). We highlight the management methodology enforced by volunteer entities networks in the Peruvian regions (4. SVNN Model). In the following section, the report scrutinizes the characteristics of and analyzes the relations among network member entities, as well as the benefits, potential and limits of networks, as described by the member entities themselves (5. Outcomes of the SVNN). It subsequently describes the process that led to the emergence of regional volunteer entities networks in Peru, with a focus on crucial issues, such as the ability to replicate the model and its sustainability (6. Replication and sustainability of SVNs). In the following section, the report outlines a number of general research findings (7. Conclusions) and makes a number of specific recommendations aimed at addressing some of the weaknesses and limitations identified in this research (8. Recommendations).

This report is based on evidence compiled among members of the Peruvian volunteering entities network. However, its pretention is to show this is a valid experience that may be applied to other regional and/or international settings when examining the potential contribution of volunteer networks to development.

2. Background

In recent years in Peru, institutionalizing of volunteering and development of coordination platforms and structures of volunteering organizations have both gained importance and experienced fundamental changes that deserve consideration. In 2004, the General Volunteering Law (Law 28238), laid the foundations to create the National Volunteering Commission (CONVOL). In 2007, Amendment 29094 appointed the members of CONVOL, expanded the types of volunteering and acknowledged the State’s role as promoter of volunteering as well as its direct responsibilities in strengthening volunteering efforts. Unfortunately, the national political scene in those years resulted in high turnover in government and threw CONVOL into inactivity while its rigid structure prevented involving other organizations from civil society and/or public agencies interested in volunteering.

However, simultaneously and also because of the late incorporation of CONVOL, civil society created an initiative that gathered together several volunteering organizations, the Volunteering Round Table (Mesa de Concertación sobre Voluntariado, MCV). MCV was a significant attempt to foster cooperation among civil society organizations. However, its strengthening was impaired by its ambiguous structure and conflicts sparked by certain monopolizing organizations which called meetings about issues without common interest for the Roundtable’s members.

Against this backdrop, a number of entities, including civil society organizations, public institutions and UNV made clear the need to make volunteer initiatives more visible in the national scene and to engage in concrete initiatives to strengthen volunteering institutionalization efforts in Peru. As a consequence of such awareness by a group of diverse entities, two main efforts were undertaken in the recent institutionalization of Volunteerism context.

On the one hand, the **Peru Volunteer Network (PVN)** was established. In 2011, on the 10th anniversary of the International Year of Volunteers (IYV +10) and as the International Volunteer Day drew closer, several members of the Volunteering Round Table realized they could highlight volunteers’ initiatives nationwide. To this end, they proposed to recreate the Volunteering Round

Table's image and operational structure to emphasize this platform's possibilities to engage in concrete actions. At that time, UNV Peru in its capacity as member of the Volunteering Round Table conducted an opinion survey to gather ideas for the platform's new name. The Peru Volunteer Network (PVN) name was chosen and ever since it has had "action" as its main driving force.

The success of its first joint initiative, International Volunteer Day 2011, was a consequence of coordination meetings that gave each member entity a role in organizing this event. Although the call to the organization's volunteer base was weak, the event generally accomplished to make volunteering more visible as well as underscored its importance, through the sharing and coordination of efforts among participating entities.

The PVN introduced a totally different dynamic and involved new actors from public sector, private sector, international sector³ and civil society that came together to create a space aimed at strengthening and encouraging volunteering policies, plans, projects and programs to empower Peruvian men and women to further their country's development .

Another essential element was the **Soy Voluntari@ project**. "Youth and university students volunteering for strategies against poverty and for decentralization (subsequently renamed Soy Voluntari@)" was launched in 2011. This initiative was funded by the United Nations Development Programme (UNDP), the United Nations Volunteer (UNV) programme and the Spanish International Development Collaboration Agency (AECID), and implemented by the Ministry of Women and Vulnerable Populations (MIMP is the Spanish acronym). Additionally, UNV and UNDP provided technical assistance. Outcomes from these efforts included establishing the Public Charity and Volunteering Department⁴ at the MIMP, strengthening the PVN as a way to foster cross-sector dialogue and creating a single volunteering brand, incorporating public sector and civil society under the Soy Voluntari@ brand that would gain greater visibility since the IVD 2012 celebrations.

Image 1. Soy Voluntari@ logo



³ By international sector we refer to international organizations promoting international volunteering in Peru. They do not belong to civil society but are part of the international cooperation.

⁴ In May 2015 a new Supreme Decree (002-2015-MIMP) modified the organizational structure of the MIMP and created the Volunteering Department. Then a new regulation was adopted.

Through the three components of this project (Support to Volunteering Institutionalization; Volunteer Mobilization, and Articulation and Networking), greater visibility was given to volunteering nationwide and to the emergence of public sector entities charged with managing, disseminating and encouraging volunteering in Peru.

To 2013, the Soy Voluntari@ project and the PVN had evolved along parallel tracks and benefitted from continued cooperation and synergy. In addition the PVN has evolved since its inception by increasing annually the number of member organizations and contributing to execute the project which, in turn, contributed without a doubt to its own consolidation.

The project made the PVN more visible as a meeting and coordination platform for volunteering management entities. In this way, it made possible to embrace a growing number of Peruvian public institutions' representatives, including from the Ministry of Environment (MINAM) and its Youth Environmental Volunteering Network (RVAJ), the Ministry of Education (MINEDU) through its Youth National Secretariat (SENAJU), the Ministry of Women and Vulnerable Populations (MIMP) through the active involvement of the General Department for Public Charity and Volunteering, the National Elections Board (JNE) and the National Civil Defense Institute (INDECI). The PVN often facilitated decision-making within the project and organized specific initiatives with broad community participation.

In addition, in the project's framework, a number of volunteering training and management materials were prepared⁵ same that contributed to create a shared and inclusive volunteer work motto: “Volunteering for development.” The catch phrase helped spark debate and reflection on the types or functions of volunteer work and established shared basic guidelines for managing volunteer work. In the PVN environment, these materials were and still are significant tools to build common volunteer work management models for all kinds of entities. These tools carry their own Soy Voluntari@ brand, which was adopted by the PVN as the Peruvian volunteer work's brand name. As such, they have contributed to consolidate the network.

The Soy Voluntari@ initiative was rolled out in six regions (states) nationwide (Ayacucho, Ica, Junín, La Libertad, Piura, Tumbes) and in Metropolitan Lima. In each of these regions several initiatives took place to coordinate efforts with volunteer entities to encourage and mainstream volunteer work and provide regional governments' assistance in this respect. The project is, consequently, a significant benchmark when studying the likelihood of bringing about and for the evolution of volunteer entities networks at regional level.

⁵ These training and management materials are organized as a tool kit comprised of four courses: 1. Basic volunteer work training. 2. Design and implementation of volunteering programs. 3. Volunteering management cycle. 4. Fostering volunteer work. This tool kit was prepared by the project and tested with support from several volunteer entities belonging to the PVN.

3. Research methodology

This report is part of UNV’s efforts to document volunteerism contribution to peace and development as we move forward to defining the 2030 global agenda. For this reason, the research team adopted as its source of inspiration the V-Methodology⁶ and other United Nations guidelines that define various techniques for data gathering from a participatory, inclusive and experience-based approach. Against this backdrop in addition to qualitative tools, our research used quantitative tools, turning this initiative into a combined research effort with emphasis on participatory factors.

The combined participatory methodology allowed involving throughout the research project, from its onset through findings’ validation, several network agents, including public sector entities, national and international volunteer organizations and members of academy. After the project was presented at a plenary PVN meeting in September 2014, member entities interested in joining the “UNV research on volunteer networks” commission were invited. This commission was comprised of nine PVN⁷ member entities that supported the research team in designing and organizing the workshop and focus groups, and to test interview scripts and surveys and review the final research report. This process helped identify volunteerism’s contribution to development and its potential in implementing the 2030 global agenda and mainly to lay out a methodology to apply the Peruvian Volunteering Entities Network model in other regional and international settings.

⁶ The V-Methodology developed by UNV is comprised of a number of participatory workshops at different levels to gather information about the contribution of volunteering to development. The work levels include: volunteer, program and country. The workshops’ design at country levels allows interaction among volunteering organizations so they can share information, strengthen mutual relation, encourage networking and cooperation, mainstreaming volunteer work in development programs, share plans and lessons learned and draw attention to volunteer work. The following link provides a guide to use this analysis methodology <http://www.unv.org/en/news-resources/news/doc/how-to-book-on-measuring.html>. As an example of a practical application of V-methodology we reviewed several prior experiences of studies conducted by UNV, such as the following example from Sri Lanka, available at www.unv.org/wp-content/uploads/2014/05/Sri-Lankan-Youth-Volunteering-to-Make-a-Difference-Report.pdf

⁷ The nine entities members of this commission included four NGOs (4), two associations (2), a foundation and (1) a public sector entity (1). These organizations belong to several PVN platforms, with one from the university platform, one from the public sector platform, two from the international platform and four from the civil society platform.

We briefly describe below the research techniques used in this process:

The **document review** allowed to analyze the documentation created by volunteering entities networks, including reference documents regarding network management (by-laws, codes of ethics) as well as documents on initiatives undertaken as part of a network (minutes of task teams, activity reports, etc.). In addition, we reviewed all documents and selected useful literature references on various volunteer work topics, volunteering institutionalization and applied research focusing on volunteer networks worldwide. Based on such review, we distributed the reference database among network members so they can fit in and expand with documents and experiences that they may be aware of and wish to share with the network.

Additionally, a total of 22 **semi-structured interviews** were conducted during the research. These interviews shared a common script that collected the experiences and points of view of each respondent on their participation in Peruvian volunteer networks. The respondents' profiles were diverse: 4 interviews with representatives of public sector entities and 12 with members of NGOs, associations, foundations, universities, etc. These interviews were carried out with members of the Peru Volunteer Network (Lima), Arequipa Volunteer Network, Soy Voluntari@ Tumbes Network and Soy Voluntari@ Piura Network. In addition, 4 interviews were made with UNV team members charged at various times with network facilitation, including the current UNV Programme Officer who played a key role in laying down the principles and helping to establish and evolve the SVNN. It is also worthwhile underscoring two interviews with representatives from volunteering entities who were knowledgeable with, but not members of, the network to gather their views about this initiative.

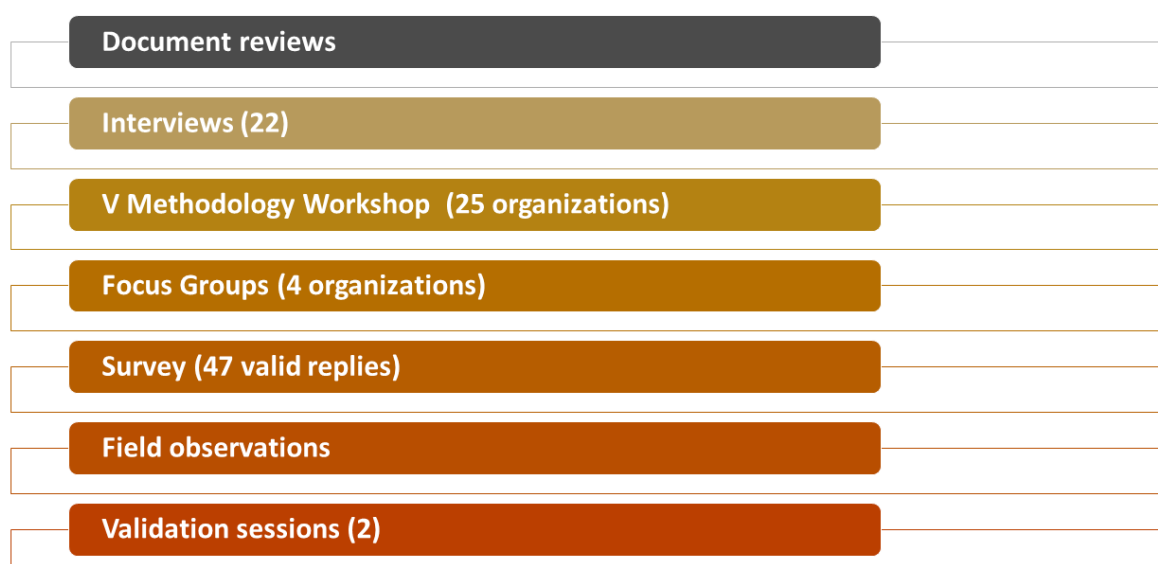
During the research, a **workshop** on “Volunteering entities networks: forums for cross-sector collaboration” was held on October 17 and 18, 2014, attended by 25 volunteering organizations. This workshop was organized as an open forum for PVN members (21 participants) and Arequipa Volunteer Network (AVN) members (4 participants), and also gathered public sector, private sector, civil society and Peruvian and international NGO representatives. The workshop's goals included creating a forum where participants could share lessons learned, analyze and assess their results, and identify evidence of volunteering's impact as a result of cross-sector collaboration within the volunteering entities networks. The workshop was designed with support of the “UNV research on volunteer networks” commission which provided trained volunteers to fulfill the role of facilitators in group dynamics made at the workshop.

Another research technique included **focus groups** with representatives from entities participating in the commissions organized during the research stage (September to December, 2014). This data gathering dynamic was organized in

a single 3-hour session on November 11 and was attended by 4 members. The task team’s analysis focused on the network’s work dynamics, organization, potential and constraints.

An **online survey** was prepared for all PVN and AVN members. Out of 120 members (75 from PVN and 45 from AVN), the survey yielded a total 47 valid replies. The survey was designed to analyze the respondents’ opinion on the perceived network benefits, the principles governing its activities, the role of the facilitator and promoters, ways to relate to network members, the constraints faced by this forum, potential changes and respondent’s indicators for participation in their network.

Graphic 1: Research tools



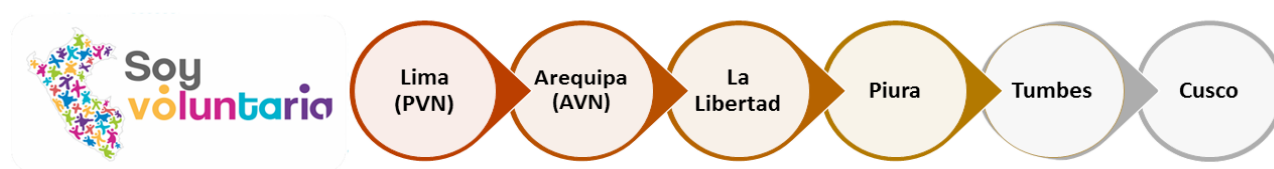
In addition, during the research period, UNV’s management to encourage building of new volunteering entities networks in Tumbes, Piura and La Libertad regions was monitored. Likewise, direct **field observations** were organized during the foundational meetings of these new regional networks (Soy Voluntari@ Tumbes, Soy Voluntari@ Piura and Soy Voluntari@ La Libertad) during October and November 2014. A field visit to Arequipa in November allowed observing AVN’s organization dynamics and joint activities organized by some of its commissions. Finally, the IVD 2014 celebrations and organization by three networks (Piura, Tumbes and Arequipa) was followed up. All information gathered during the observation missions contributed to prepare the final report and have principally helped to *analyze the replication and sustainability potential of the volunteering networks’ management model built by PVN in Metropolitan Lima region and which has finally resulted in the SVNN.*

A final technique that was helpful in preparing this final report was the undertaking of two **validation sessions**, on February 4 and 10, 2015. These sessions validated the preliminary research findings. The criteria to choose participants in these sessions were their degree of active involvement in PVN throughout the network's history as well as in the "UNV research on volunteer networks" and their contribution to the various research techniques. Representatives from 10 PVN organizations jointly examined the research's preliminary findings. A summary of the research report was distributed by e-mail. Debate and discussion focused on five critical topics: 1. Principles of the SVNN. 2. SVNN's facilitating role. 3. Benefits of SVNN membership. 4. SVNN diagnosis: Evolution and vision of regional networks. 5. SVNN's replication potential and sustainability.

4. Soy Voluntari@ National Network Model

The SVNN model which was originated in the PVN decentralized to the regions its management and facilitation methodology. As a result, in 2014 the Arequipa Volunteer Network, Soy Voluntari@ La Libertad Network, Soy Voluntari@ Piura Network and Soy Voluntari@ Tumbes Network were established. The Soy Voluntari@ Cusco Network followed in 2015. Altogether constitute the SVNN model and are a **volunteer infrastructure building experience** involving actors from various fields, including public sector, private sector, international sector and civil society. This effort made possible to “**catalyze and multiply volunteer work**”⁸ both at the national and regional system levels. Although individual initiatives from each entity result in significant social change, their working together with other entities from various sectors leverages the social impact and strengthens the volunteering system.

Graphic 2. Soy Voluntari@ National Network

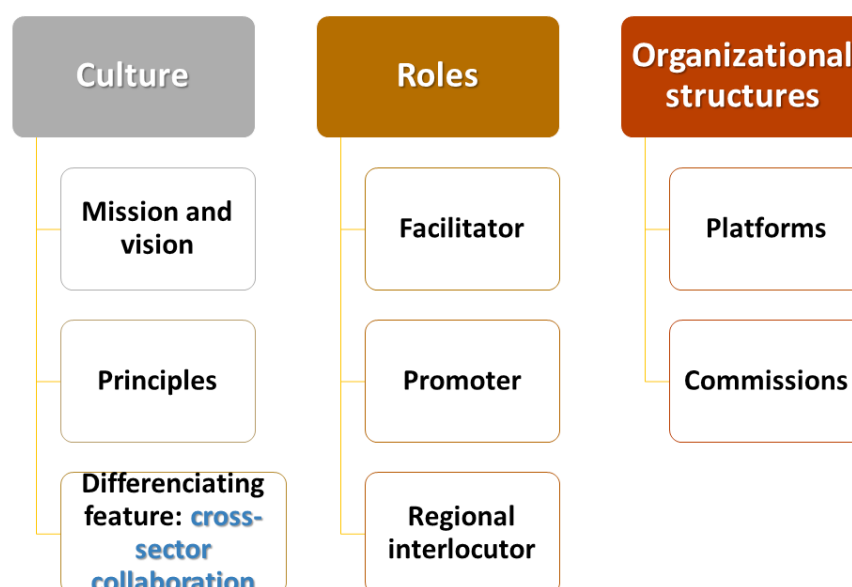


The PVN was created as a platform for cross-sector collaboration that is now comprised of over 80 volunteering entities from various sector areas in Lima. Its mission and vision were designed based on consensus among its members. Other results of this consensus were the network’s by-laws and code of ethics. In turn, all these components were adopted by the new networks whose members

share common roles, culture and organizational structure with **cross-sector collaboration based on dialogue for action as a cross-cutting axis**.

Because SVNN is a peculiar infrastructure, it contributes to a larger body, the National Volunteerism System, currently being built and aimed at providing credibility to volunteerism at the national and local levels, and thereby contributing to institutionalize volunteering. The **social architecture** built by SVNN **based on practice and experience** is a perfect fit to the social public policy that may be adopted nationwide and taken into account for replication and adapted to similar contexts in Latin America and the Caribbean.

Graphic 3. Soy Voluntari@ National Network model



4.1 Soy Voluntari@ National Network Culture

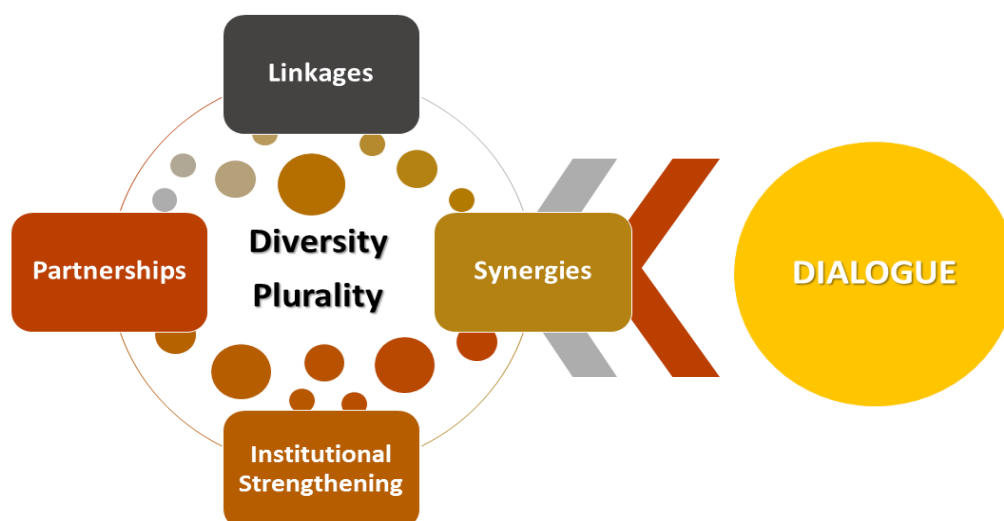
The environment in which SVNN emerged first required adopting certain axiological principles to ensure equitable and inclusive participation conditions where neither individualities nor hierarchical structures prevail but rather the will to accomplish a greater social impact with a view at building development and peace by driving forth interrelated specific initiatives.

The SVNN's culture requires voluntary commitment and availability of each member entity to harmonize their particular interests with the collective ones; for this reason, the prevailing environment at the network encourages mutual learning and undertaking concrete actions that allow optimum use of time and

available resources. To accomplish this goal, dialogue is the best partner.

Such cooperation culture is characterized by excluding fixed hierarchies and adopting flexibility and freedom of its members when filling roles within the network. These characteristics draw a clear difference with respect to traditional Peruvian institutional culture where hierarchies and rigid organizational structures prevail. SVNN's culture has consolidated over time and its members value its characteristics because they encourage horizontal dialogue, synergies and a dynamic approach to joint initiatives.

Graphic 4. Dialogue-based Soy Voluntari@ dynamics



a. Mission

To strengthen and gain recognition for volunteerism, making visible its contribution and strategic character for the social, economic, political, environmental and cultural development of Peru, and for volunteers' individual personal development and growth.

b. Vision

The SVNN creates a pluralistic setting for coordination at the national level that aims at becoming a forum for dialogue among public sector, civil society, international sector and private sector. All its members and their organizations acknowledge Soy Voluntari@ as the brand that identifies Peruvian volunteering with quality and credibility standards.

c. Differentiating feature: cross-sector collaboration

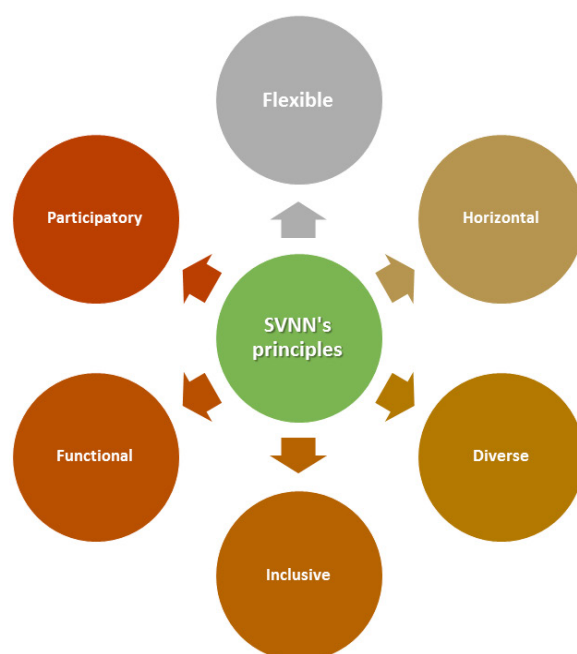
Since volunteer entities from various sectors (public sector, private sector, international sector and civil society) participate in volunteering, dialogue is the tool that makes linkages among them possible. With this tool, diversity and plurality come together to promote synergies and cooperation that enhance their social impact. Harmonizing diversity through dialogue helps to set the stage for cross-sector collaboration, a characteristic that differentiates SVNN and encourages adopting volunteerism as a cross-cutting component of development and peace building efforts.

d. SVNN's principles

1. **Functional:** Functionality is a key issue that brings together the interest and encourages joint initiatives in a nimbler way. For this reason, the network includes a representative and an alternate member from the entities endowed with decision making powers. Plenary meetings take place only when there is a full agenda to be shared and including specific proposed initiatives to communicate. Based on this principle, it is also possible to call a meeting of only some of the interested organizations willing to sit in a new commission created to carry out concrete initiatives regarding a topic of shared interest.
2. **Horizontal:** The network horizontal approach allows a non-differential treatment among network members. All members may stand out eventually, without overshadowing other members' individual relevance. This is possible because there are no permanent positions, leaders, presidents, or heads. Within this framework, only the roles of facilitator, promoter or regional interlocutor can be adopted.
3. **Inclusive:** Inclusiveness encourages the network's opening to volunteering entities that are not yet registered at Ministry level or not officially constituted, but which act following a code of ethics. Also this principle prevents establishing differences between organizations, whether larger or small, each of which has its right to speak up and vote regardless of its size.
4. **Participatory:** This is a crucial component of the model, and further encourages the network members' initiatives. Commission work allows identifying shared topics of interest that may result in concrete initiatives. In addition, all network members are given equal chances to promote and/or propose establishing committees to address a shared interest. This principle allows network members to become involve and create initiatives for accomplishing a greater social impact.

5. **Diversity:** The diversity of sectors represented in the network strengthens its architecture and enables greater impact. Civil society, public sector, international sector and private sector find each in the network an appropriate forum to share ideas, information and projects that will make volunteer visible through specific development initiatives. This principle comes to life through dialogue that allows interaction among the network’s various players.
6. **Flexibility:** Flexibility ensures continuity and sustainability of initiatives born from the network. Because no official positions have been designed, but only facilitator (UNV), promoters and interlocutors vacancies can be immediately filled by any network member interested in doing so. Monopolizing roles is not allowed under any circumstances, therefore the immediate nature of replacements and lack of formal procedures. In addition, no funds are managed and for that reason initiatives’ expenditures and budgets are managed by the contributing organizations themselves.

Graphic 5. Soy Voluntari@ National Network principles



4.2 Soy Voluntari@ National Network Players and Roles

Players interacting in the SVNN represent volunteering entities from various sectors including public sector, private sector, international sector and civil society to the extent they can contribute and add momentum to cross-sector collaboration initiatives born within the SVNN. These players can fill *various roles, including as facilitator, commission promoters and regional interlocutors.*

a. **Facilitator:**

The facilitator plays a key role in the SVN development. His/her main function is to encourage dialogue among representatives from member organizations and keep a balanced coordination relationship, taking account of the network's principles. In addition, the facilitator seeks to direct coordination among network members toward specific joint initiatives. The facilitator is a staunch advocate of dialogue for action.

The facilitator's character gains additional importance as it builds confidence and is source of credibility to confirm the network members' commitment. They also are empowered to call and involve new organizations from all sectors and in particular public sector entities. The facilitator will always protect their neutral stands within the network and do not enjoy the right to vote in decision making processes.

This role requires material and human resources so that methodologies can be properly put into practice and communication better managed. UNV as the entity currently charged with the facilitation role in the SVN has allocated resources for clerical secretarial tasks in the networks, coordination among and support to commissions, to follow up the commissions' work, organize meetings, disseminate information created within the network, and other initiatives required in managing networks for making possible cross-sector collaboration. Although the small expenses that are indispensable to coordinate and facilitate networks have been financed so far by the facilitating entity, other arrangements are identified for performing such role in this report's subsequent sections⁹.

b. **Promoters:**

Another essential role played by network members is that of promoters within the commissions. Promoters are different from other commission members as they undertake certain coordination and assessment responsibilities regarding the efforts adopted by the commission and for disseminating information about their commission's performance, outcomes and accomplishments to the other network members. Although this is regarded as an essential role, such position is not a fixed appointment. Promoters perform this function in the commissions only to the extent and during the time when they choose to do so and while performing an active role in them. If at any time the commission's activities stall or the promoter decides to abandon that role, the facilitator will be charged with inviting other interested entities to act as commission promoters. If no such promoter is identified to fill such essential role, the commission will automatically cease to exist.

⁹ See section 6.2 for a presentation of some issues worth special consideration in regards of the SVNs sustainability.

c. **Regional interlocutors:**

Because the network’s methodology has been decentralized to the regions, the new role of regional interlocutor was created. The representative adopting this role for the region will encourage dialogue for action and cross-sector collaboration, in coordination with the facilitator who will act as secretary. Just as the facilitator, the interlocutor must enjoy credibility and a legitimate standing among representatives of entities belonging to the regional networks. This role requires regional interlocutors to be willing to serve and avoid individual prominence. At all times the desire to contribute to development through promotion and strengthening volunteering should prevail. The facilitator will, however, continue to ensure the SVNN’s principles are observed at all times.

Graphic 6. Soy Voluntari@ National Network actors roles



4.3 SVNN organizational structure

The SVNN has been organized in platforms and commissions. These two features make possible its members’ cohesiveness and interaction, and mutually harmonizing their respective interests. Likewise, the facilitator’s (and the regional interlocutor’s) role is key in promoting linkages and synergies for cross-sector collaboration, fostering a culture of dialogue.

a. **Platforms¹⁰:**

SVNN's structure is comprised of platforms by type of member entity. At present, there are six such platforms: public sector, private sector, civil society, youth, universities and international sector.

1. **Public sector platform:** Comprised of various public sector entities which incorporate volunteer programs and provide a forum for consensus building and linkages to prepare and debate volunteer program proposals that may have a cross-sector and national level impact. At present, organizations in this platform include the Ministry of Women and Vulnerable Populations (MIMP), the Peruvian governing agency for volunteering; the Ministry of Education (MINEDU), through its Youth National Secretariat (Secretaría Nacional de la Juventud, SENAJU); the Ministry of Environment (MINAM); the National Civil Defense Institute (INDECI), and the National Elections Board (JNE). Occasionally, other public sector entities belonging to the National Volunteering Commission (CONVOL) join.
2. **Civil society platform:** Comprising civil society organizations (also included in platforms 3 and 4) that engage in and encourage volunteering. This platform provides an adequate forum to link and share initiatives of common interest aimed at expanding the scope and social impact of volunteering in Peru.
3. **Youth platform:** Including organizations led and managed by and for young people who undertake independent volunteering initiatives. It provides a forum for entities to interact and create joint proposals one of whose common objectives is to empower and encourage active involvement of Peruvian youth.
4. **University platform:** Representatives from volunteering departments or offices at various Peruvian universities participate in this platform. These academic organizations encourage and promote study and research on the contribution of volunteering and university volunteer programs, in addition to encouraging volunteering among students and the university community at large. This platform provides a space for preparing joint work in creating proposals to improve volunteering within academy and to promote volunteering university convergence with a view at building further networks.

5. **International sector platform:** This platform brings together international organizations working in Peru to promote international volunteering. These organizations share bureaucracy and administrative hindrances to their work locally but they also can share and promote their experience and issues in volunteering from an international perspective.
6. **Private sector platform:** Private sector increasingly undertake social responsibility projects and consequently may finance volunteering programs and activities (corporate volunteering). This platform allows participant to connect and mutually support their activities to leverage their impact. In addition, they may work together with entities in other platforms through their corporate volunteers or through funding or sponsorships.

Members of all these platforms can also cooperate with each other through the commissions that address various development areas, such as education, health, job creation, environmental issues, youth involvement, gender issues, research, etc. These **commissions** are spaces that **provide fertile ground where cross-sector collaboration can grow** within the SVNN.

b. **Commissions:**

Commissions, because they are cross-sector collaboration spaces, foster interaction and synergies among the members of the various platforms where they share specific interests. Meetings may be held in person and/or through virtual media, as participants may decide.

The nature of such commissions has evolved throughout the network's life. Some were created to organize events that provided greater visibility and recognition to volunteering at specific dates, such as the Global Youth Service Day or the International Volunteers Day; others were created to prepare strategies addressing the interests shared by various member organizations, such as the “Volunteerism for development” research commission; the “Child Development from a Gender Perspective” commission; the “Environmental” commission; and the “Public Policy” commission, among others. In addition, in compliance with the principle of flexibility, commissions remain active while they tackle the objectives set forth by their members, or while interest in the issues addressed by such commission remains (if interest is lost, the commissions will cease to exist, without any further consequences). In this manner, the organization and end of commissions puts a premium on concrete actions and flexibility, rather than emphasize rigid structures or appointment of permanent officials responsible for each such commission.

4.4 Cross-sector collaboration: Practical cases

We present below some examples of commissions set up in 2014 in the SVNN (Peru Volunteer Network - PVN and Arequipa Volunteer Network - AVN) as evidence of cross-sector collaboration. These efforts are remarkable for the linkages and synergy they created.

AVN's Culture and Youth Commission was established in April 2014. Ever since, its members have engaged in project analysis and initiatives aimed at feasible joint initiatives. Ultimately, the San Lazaraso Project was chosen to launch their joint work within the action framework provided by their network. The project and the commission's work that created it demonstrate the members' ability to create joint initiatives outside the programs of their own individual organizations.

Culture and Youth Commission. Arequipa Volunteer Network (AVN)



The "San Lazaraso Cradle of Heritage" living community project was launched by civil society organizations including four members of the AVN Culture and Youth Commission, namely the Jacobo Hunter District Youth Council, the Arequipa's Convergence Group, the Kaleidoscope Collective and Mandala NGO.

The "San Lazaraso. Cradle of Heritage" project seeks to restore the value of the public space in the Campo Redondo area in San Lazaraso, a quarter in Arequipa city, to enhance and protect the local heritage and strengthen cultural identity through monthly art and cultural activities during five months.

August	Traditions and customs
September	Traditional games
October	Distinguished citizens from Arequipa
November	Inter-culturality and integration
December	Inter-district potential

This project took place in 2014. It was sponsored by the respective AVN Commission and supported by other network members, including UNV and the Municipality of Arequipa. Its main objective to disseminate and sustain cultural heritage among community residents was accomplished. The outcome of the project was acknowledged and plans are underway to replicate it in other city neighborhoods. The Municipality of Arequipa liked the outcome of the initiative so much that it decided to fund the next phase of the commission's project.



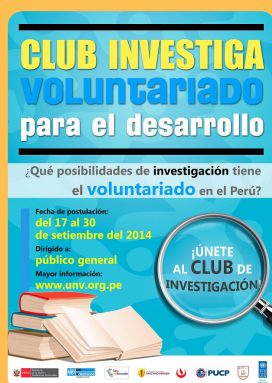
Some commission members define such initiatives as a function of the interests of the participating entities and prepared a project that brings together all their capacities, thus evidencing the value added of this networking model, i.e. complementary actions and synergy creation.

In addition, the AVN's commission is an example of the action-driven approach guiding the SVNN model. Its work is proof of the possibility to replicate the model at regional level, and accomplish positive outcomes through the synergies, initiatives and social impact they create. Moreover, it is worthy of note these results were accomplished in a very short period of time, thus providing further evidence of the model's effectiveness when applied in the regions.

Volunteerism for Development Commission. Peru Volunteer Network (PVN)

This commission is sponsored by four Peruvian universities (Pontificia Universidad Católica del Perú - PUCP, Universidad San Martín de Porres - USMP, Universidad del Pacífico - UP and Universidad Peruana Cayetano Heredia - UPOCH). All these universities are members of the Peru Volunteer Network University Platform. This commission is also supported by UNV Peru and the Ministry of Women and Vulnerable Population's General Department for Public Charity Institutions and Volunteering.

The main purpose of this commission is to position volunteerism in the academic world. It aims at encouraging volunteering as a study and research subject matter, and collecting data about volunteer work's contribution to development processes in Peru. To this end, it launched two areas of work.:



WORK AREA 1: “Volunteer Work for Development” Research Club

The purpose of this initiative is to create a pilot meeting forum for students, faculty, and non-governmental and public organizations interested in conducting research on volunteer work. Series of four training and sharing meetings have been organized for selected participants. This initiative was extremely successful. Over 300 applications were received to fill the Club's 30 vacancies, which were subsequently expanded to 50. The meetings addressed various research topics focusing on volunteer work and channels for cooperation among participants.



WORK AREA 2: Competitive Research on Volunteer Work

This call for university-level research projects encourages academic research on volunteering. The call for submissions took place at the beginning of 2015 and awards will be distributed in March 2016. Experts will support and follow up project submissions. On the other hand, it is expected to replicate the experience of the Research Club in 2015, expanding the number of participants..



PVN's Volunteerism for Development Commission stands out as an example of collaboration between the university and public sector platforms through medium-and-long term initiatives that have required significant coordination and management effort. The strategy aims at encouraging research on the contribution of volunteerism for development and focuses on two areas of action, namely the Research Club and the research competition focusing on volunteerism.

The first area of work has allowed building valuable relationships and synergies by inviting other entities of PVN's associations, foundations, NGOs to share their volunteer management and work experience with Club members. Some PVN's entities have also joined the Club to foster research about their own initiatives. In this way, the commission has strengthened and expanded relations between PVN members and opened new areas for cooperation and joint work among network members.

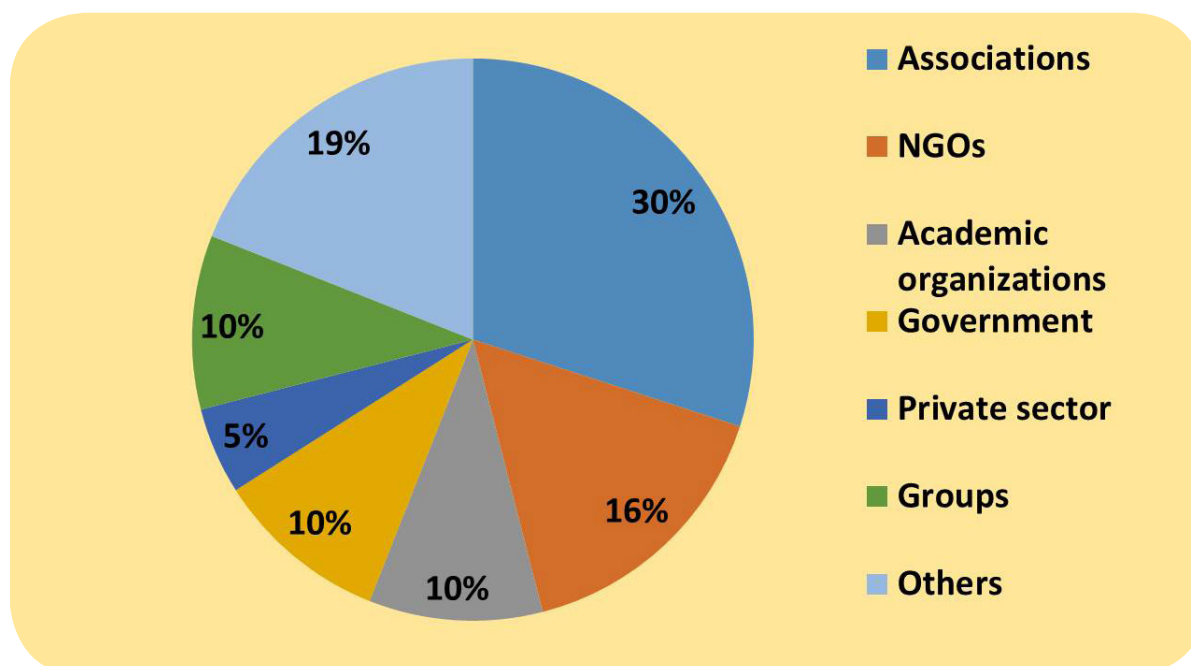
The second area of work focuses on bringing into the commission private sector entities to raise funds. Through this effort, the commission involves public sector, private sector, international sector and civil society through cross-sector collaboration, where each member not only plays a major role but also incorporates other PVN's entities.

5. Soy Voluntari@ National Network. Analysis Findings

5.1. Characteristics of networks' members¹¹

SVNN entities vary as regards their priority activities, nature, and sectors which represent. Our survey revealed associations account for 30% of all network members, and are, therefore, the most frequent type of entity. NGOs account for 16% of members, academic organizations for 10%, public sector entities for another 10%, and private sector organizations represent 5% of all members. These data reveal the diversity of these networks, because although civil society members are the most frequent, all other sectors (public sector, private sector, international sector and academia) are significantly represented. Moreover, 10% of member entities define themselves as “groups,” i.e. they do not have a clear legal status. Also noteworthy is that 19% of entities rank themselves in the “other” category. The data again underscore the inclusive and flexible nature of the networks' membership, as they also embrace entities not officially or legally established or recognized.

¹¹ The data shown here come from the survey carried out in the framework of a research with 47 volunteering entities members of the Peru Volunteer and Arequipa Volunteer Networks.

Graphic 7: Types of SVNN entities

Just as diverse are the priority activity areas of networks' member entities. Out of all members, 50% prioritize education; volunteering in itself was mentioned by 43%, while 35% focused on vulnerable populations, 27% on youth and 20% on the environment. These data reflect the diverse areas where networks may base their joint activity strategies.

Another remarkable characteristic of these entities is their recent establishment and short involvement in these networks. Analyzed data show 43% of entities were established in the last three years (2010 – 2013). This fact underscores the role such networks may perform as spaces for learning for young informal volunteering entities, as was mentioned by some of the entities' representatives interviewed during our research, although presently learning is not considered as one of the functions of the SVNN.

Another aspect of interest in the networks from my viewpoint is that they create a space for involving well-established and experienced organizations and that they are open to other younger organizations that can learn positively from others and which can help them to consolidate (Acción Voluntaria, PVN)

In addition, if only PVN is taken into account,¹² 34% of respondents mentioned they had joined this network as recently as 2014 and another 12% in 2013.

¹² AVN data not included because this network was established in 2014.

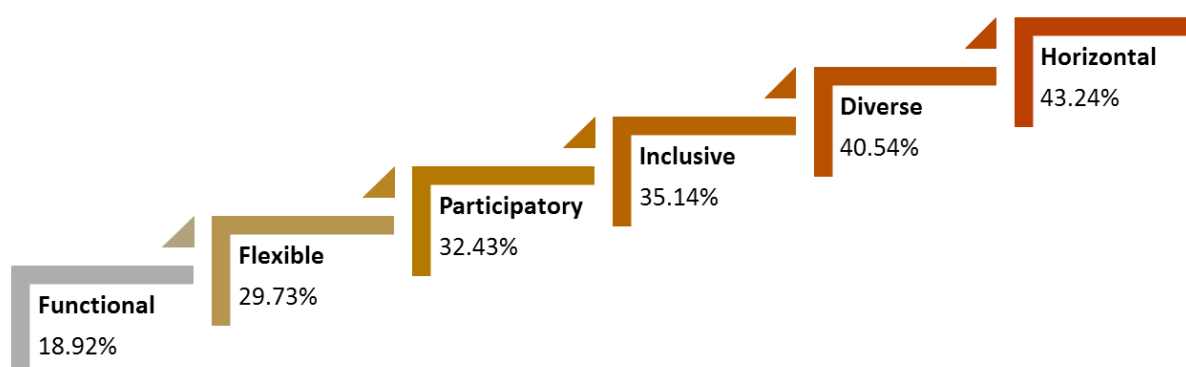
These data reveal the importance of catering to the newest network members, immersing them in the network’s dynamics, and providing them with the information and knowledge they need in order to make a positive contribution as members.

Responses from 70% of the interviewed entities revealed their representative has always been the same since they joined their network, while in 21% of cases, the representative has changed at least once. The permanence and stability of the representatives in the network are an important aspect because it influence the degree of articulation getting into the network’s environment. These organizations depend on individual interactions with other members because those relationships create knowledge and contribute to stronger personal links among the entities’ representatives.

5.2. Network members’ appreciation of the Soy Voluntari@ model: Principles, facilitation, benefits, and recommendations¹³

Survey data showed 75% of respondents (3 out of 4) think the SVNN methodology is sufficient and appropriate and they would not add any new principles to the model. The most valued principles include its horizontal and diverse nature and its inclusiveness, as shown in the following graph:¹⁴

Graphic 8. SVNN Principle Valuation (Survey Responses)



Horizontality was regarded as the most important value by 43% of respondents, and ranked first among all network principles. This principle is valued particularly

¹³ Statements in this section are drawn from data of the survey and interviews to AVN and PVN network members.

¹⁴ The percentages shown in the graphic reflect the average of answers provided by PVN member entities responding to the survey. In the survey they were asked to rank the Soy Voluntari@ model guiding principles by order of importance.

by smaller organizations that find in networks an appropriate space to interact with other entities. Likewise, the network's diversity is especially valued by 40% of respondents, who attach significant importance to the possibility of engaging in dialogue through the network with public sector entities, specifically, and with various other sectors generally (private sector, international sector, civil society, universities, etc.). This element is particularly underscored by several of the survey respondents, as evidenced in the following statements:

It is important to have a forum for dialogue with public sector entities that exercise a governing role over volunteering nationwide. (E4. América Solidaria PVN)

...it is strategic for PVN to include MIMP among its member, because MIMP's positioning is crucial. I think the road we have shared with them in PVN has resulted in incorporating in their mechanisms many different types of volunteering (...) our participation and consultation with them was very positive because it provided a forum for dialogue; they heard our voice and have taken account of the contributions and opinions the other members have made on certain topics. This is very important. They provide the link with public sector and are a member of the whole, the work team, which we think we, network members, have already created. (E5. Tierra Nomade)

The third most valued principle (35% of responses) is the network's inclusiveness. This principle reflects the horizontal nature of interactions among members and reveals the network's ability to embrace a wide range of entities (formal and informal), and many types of volunteering. Interviewees directly related this inclusiveness principle to the ability to embrace many different types of entities:

I am certain the trend among all organizations is toward formalization but until they can take the necessary steps along this road, it is important for the network to remain flexible, so everybody can participate. (The interviewee alludes to the network's flexibility to embrace non-formal groupings, therefore inclusiveness would be a more appropriate term to describe this characteristic). (E5. Tierra Nomade, PVN)

In the fourth place, 32% of respondents valued the participation principle most when describing the possibility the network provides for various entities to share and become involved in various initiatives. During the interviews, participation emerged as a principle closely related to the ability to propose actions and the member entities' pro-activity, as evidenced in the following respondent statement:

The space is open, people propose and participate. In this last network version, that is clear and I think it is "cool." In the last plenary meeting (September 2014) the commissions were overhauled and we stopped mumbling (...). Actions and real work were presented; the network's commissions are

carrying out their strategies; it was a very dynamic session. I talked about “Awareness raising in the Americas” at the end, when my turn came. After having heard about research, child development ... I felt that there was very good responsiveness (E4. América Solidaria PVN)

The flexibility principle ranks fifth. This is related to the horizontal nature of relations among members and the network’s inclusiveness. Finally, functionality is highly regarded by 18% of respondents, reflecting the importance they attach to actions within the network. Although in the survey functionality was apparently less valued, in the interviews, the opposite was true. In their responses, interviewees always underscored the importance of adopting an action-driven approach and the promotion of joint activities within the network:

In the network, we find space to develop joint activities within the commissions. (E8. Convergencia AVN)

Initially there was something I didn’t like; initially, actions focused on organizing events, such as the International Volunteer Day and that was it. Now, I think the network is creating other actions through its commissions, and this is very positive and I think there is still much more capacity within the network to create joint actions. (E17. Acción Voluntaria PVN)

Such dissimilarity may be explained by the fact most interviewed represent highly active organizations in the network’s environment (participants and promoters of commissions), while survey respondents included representatives from both “active” and “passive” entities. Consequently, responses bring out the differing priorities attached to principles by, on the one hand, “active” and highly participative network entities, for which functionality and participation are key, and on the other, “passive” entities which regard the network’s horizontal and diverse nature, or its inclusiveness, as essential principles. Based on these data, we may conclude “active” entities prioritize action-related principles (participation, functionality), while “passive” entities underscore the sense of “ownership” (horizontality, diversity, and inclusiveness) that guarantee their membership in networks.

Respondents also mentioned the importance of training is an important aspect to consider by the network. Although it was not suggested to include training among the methodological principles, interviewees urged promoting explicit strategies for leveraging training as an essential component of cooperation among network members, with an emphasis on joint volunteer training and training for volunteer management. Likewise, network members suggested to include dissemination of results as a principle of action to be developed within the model, thus underscoring the importance of experience analysis and systematization as a strategy to consolidate and disseminate the model throughout the regions where the network is present, as well as in other regions where it may be launched.

Respondents generally have a very high regard of the **facilitation role** performed by UNV among the Soy Voluntari@ Networks (SVNs), with an average 8 score on a 10 point scale. Some of the comments made by member entities regarding such facilitation role may be summarized by the following statements:

- UNV facilitation is absolutely necessary to provide network continuity; without an entity performing such role, the networks may disappear.
- Performing this role implies defending the principles guiding the network's methodology (functionality, flexibility, diversity, etc.). Consequently, this task is extremely complex and inquires commitment and a neutral stance.
- The entity undertaking this task should remain always neutral and able to set priorities and place the interests and well-being of the network over its own interests.
- Continuity, seriousness and responsibility in the facilitating entity's team were patent since the network was established.
- UNV carries out a constant work to position the Soy Voluntari@ brand as a symbol of all types of volunteering action.
- UNV's and consequently the United Nations Organization's participation in these networks is important because it contributes to the visibility, reputation and good image of the SVNs.

Some fundamental conclusions emerging from the above statements are that continuity of the SVNs directly depends on UNV's facilitation, as the networks' sustainability directly relate to the task so far performed by UNV. Consequently it might be indispensable for UNV to continue allocating the few but necessary (material, human and organizational) resources to further consolidate the existing networks and increase the number of regions where such networks may be introduced, until the SVNN model reaches nationwide scope. As suggested by member entities, it would not be possible for any other entity or entities to perform the facilitation role at this point in time, at least not to the degree accomplished by UNV.

Nevertheless, some facilitation roles may be handed over to specific task teams or commissions established by member entities. Such transfer of roles is regarded as necessary in particular in regions where UNV's presence is not as permanent as in Metropolitan Lima.

In addition, the positive regard for such facilitation role may reflect the type of support UNV provides to the networks, whereby involvement in network activities is encouraged by prompting members to accept their responsibility

in undertaking initiatives independently and in their own style. In this regard, UNV’s follow-up of initiatives is limited to facilitating dialogue with the view of reaching consensus and cooperation; it also may be appropriate to invite new “promoters” to take the reins of any given initiative, if so required in a commission, with the view at encouraging continuity and preventing stalling of such actions.

Another important element worth underscoring is the facilitator’s essential communication role, both as regards opening new communication channels among members, as in guiding and facilitating information to establish new members.

The survey contributed revealing information regarding the **benefits members derive from networks**. Although the survey respondents mentioned many different benefits, their responses underscored they perceive the network as a space with various characteristics, including providing a meeting space, as well as space for information sharing, collective representation, shared action at work, and learning.

Firstly, networks act as a meeting space for participating volunteering entities. This characteristic was mentioned by 60% of respondents, who underscored as the main benefit derived from network membership. At this level also the network gives its members the possibility of meeting and knowing other entities and building contacts.

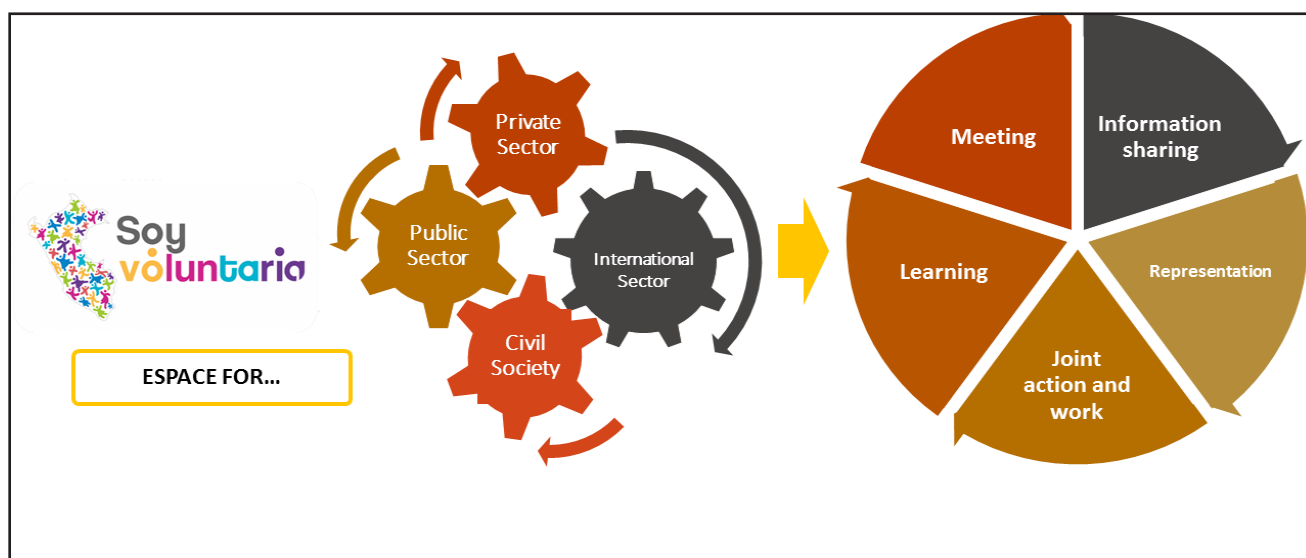
Secondly, the network is a space for information sharing, as mentioned by 50% of survey respondents. In this regard, the possibility of disseminating information and activities from each entity is regarded as fundamental.

In the third place, the network is a space for collective representation for volunteering entities. The benefit of belonging to a network derives from the possibility to undertake joint actions that provide visibility to volunteering nationwide, and to speak with a single voice. This network characteristic opens the possibility for policy advocacy and further institutionalization of volunteering.

Fourthly, the network is regarded as a space for joint action and work. Involvement and participation in commissions was regarded as a benefit by 25% of respondents, while another 15% valued promoting such work groups. At this level, respondents regarded availability and productivity among members was essential to undertake joint actions with social impact.

Finally, the network provides a space for learning and joint training. Benefits of the network in this regard include the possibility to think jointly about volunteering, analyzing its impact and sharing specific training with other entities concerning this topic.

Graphic 9: Network spaces according to members



In view of the above hierarchy it is worthwhile underscoring entities value benefits to their individual entities (contacts, dissemination information) above collective benefits. In this respect, network strengthening and sustainability face the challenge of creating a sense of collective ownership, although it must be underscored the survey specifically asked about the individual benefits derived from belonging to networks.

Recommendations made by member entities regarding ways to improve the networks' operations were grouped under the following comment headings:

- Building and socialization of a data base with contact information from participating organizations, without including representatives' personal details, to improve mutual acquaintance among members.
- Building an annual shared work agenda for all members.
- Annual analysis and systematization of networks' actions and sharing this information among all members.
- Improving virtual communication channels to be used by network members.

- Encouraging using of the Soy Voluntari@ Brand.
- Gaining greater visibility for networks’ actions in mass media.
- Encouraging members’ productivity to come out with activity proposals of interest to them.

It is worthwhile underscoring several of these recommendations originate in scarce access to information by network members and little dissemination of existing information. These concerns relate to the spirit underlying this research to validate the present methodology and propose alternatives for improvement.

5.3. Cross-sector collaboration in the Soy Voluntari@¹⁵ networks

One way to further scrutinize the present condition of these networks is the level and nature of participation and relationships among their members, i.e., the level of cross-sector collaboration created within the networks. To this purpose, we performed a basic analysis of networks participating in PVN.

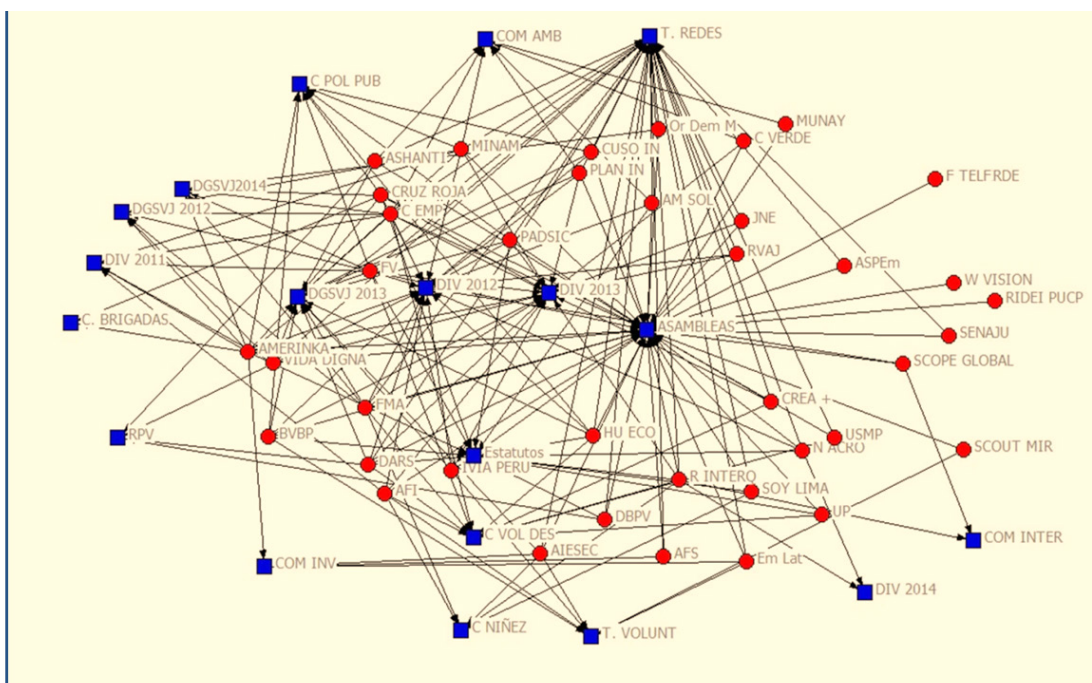
A first element to be underscored is the level of participation among network members in the already established commissions. However, a difference was drawn among commissions established for carrying out volunteering promotion and visibility events (International Volunteer Day, Global Youth Service Day, etc.) and the commissions established to address specific issues of common interest within the network (public policy commission, environmental commission, volunteerism for development commission, etc.). The compiled data showed 54% of members have joined part in at least one of the commissions, while 83% were involved in joined events involving a lower level of commitment than the commissions, as they are organized for specific events¹⁶. In addition, if PVN’s plenary meetings “attendance” is taken into account, given this is a participatory space we may hold participation actually reached 100%. An analysis of these data reveals the nature of the SVNs as participatory forums created by the interest of their own members.

As may gathered from the following graph, some events and commissions captured a greater interest from network participants. International Volunteer Day 2012 reached the higher level of involvement in contrast to other years because of the greater economic support and the management of the Soy Voluntari@ project by MIMP.

¹⁵ Data shown in this section come from our analysis of a total 51 volunteering entities members of PVN. The information needed for this analysis came principally from a survey, individuals interviewed and data compiled during the workshop on “Volunteer entity networks: spaces for cross-sector collaboration”.

¹⁶ It’s worthwhile pointing to the difference in participation levels at PVN and AVN. At AVN, 100% of members participate in commissions. Members of this network are required an existing commission or organize a new one when joining the network. Consequently, this approach is not applicable to AVN. Participation levels should be gauged by other means, such as a description of initiatives undertaken by each commission.

Graphic 10. Relationships among Peru Volunteer Network's entities through their involvement in commissions



The data under review reveals 75% (or three out of every four) of PVN members contacted other entities after they joined the network. This evidences the network's role as a meeting space and experience sharing. It is also worthwhile underscoring 35% of members in our review assisted other network entities in various types of initiatives, in addition to those actions already described (commissions or event organizations). Consequently, the ability to create cooperation and synergies by the network is combined with its ability to create collaboration activities among its members, outside this environment.

In addition, we evaluated the networks' density, i.e. the degree of connectivity measured by the number of all possible relations established by their members. As regards PVN, each of the network members relates to 5.3% of all the other entities. In absolute terms, each entity relates individually with an average of other four network entities.

Against the backdrop provided by these data, we must bear in mind that we analyze in this study the relationships established among network entities individually, recognizing each of the other entities with which it relates. Our research determined 81% of members hold individual relations with other members, consequently, 19% are "isolated" members, since they do not recognize such individual relations with others.

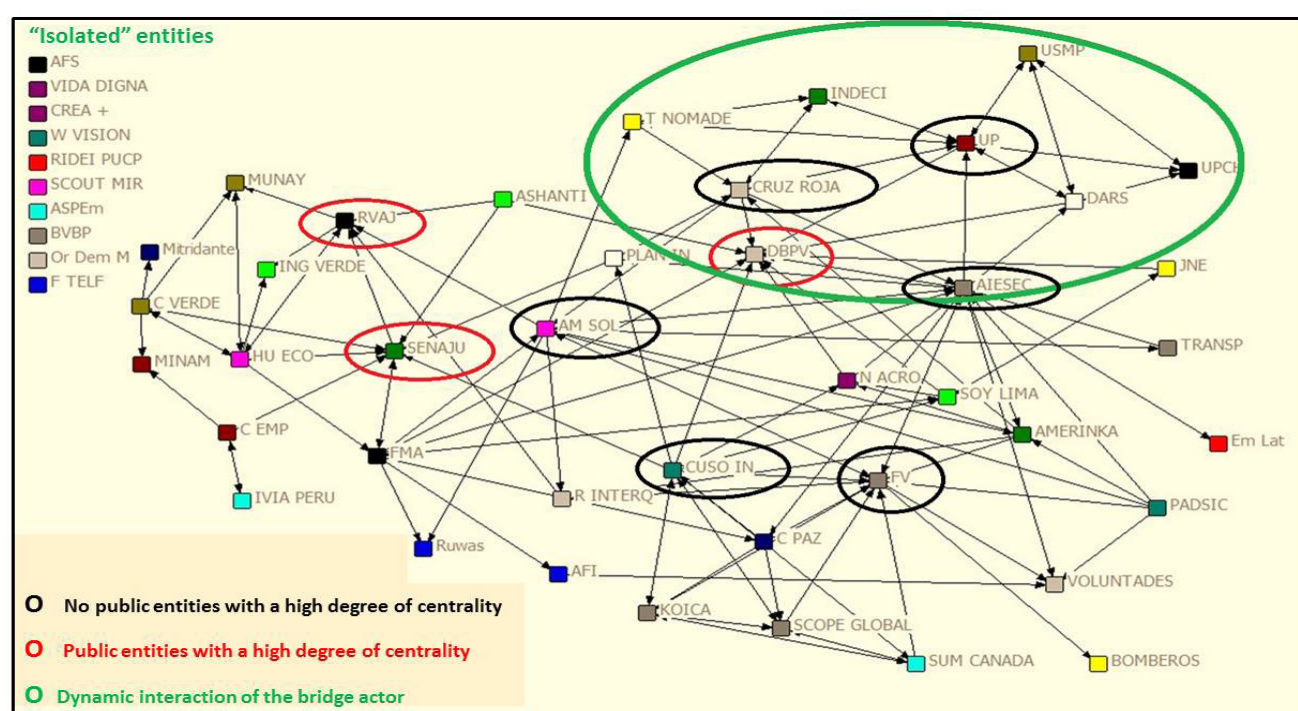
Although it may seem a high percentage, some appraisals should be noted. Out of the total "isolated" members, 60% joined PVN during 2014. In addition, the SVNs' working model needs to be taken into account, when interpreting these data, because interactions among networks' members are also embodied, as already mentioned in their participation in commissions and not specifically in

their relation with other entities at individual level. All the cases under review (100%) mentioned interactions with the commissions or the network itself, highlighting they are (the commissions and the network itself) new spaces for relationship building, different from the volunteering entities they make up.

Centralization of the network designates the central role played by some highly connected members. In this respect, our analysis reveals the significant degree of centralization in public sector entities (red circle: DGBPV, SENAJU, etc.), and their various levels of involvement and diversity. However, it should be marked that clear differences exist between the entry and exit grade of these entities; the network’s entities acknowledge the existing interaction between them and the public entities (entry level) but the latter ones do not acknowledge their interactions with other individual entities symmetrically (exit level) but rather only at network or commission level, revealing in turn public sector’s recognition of the network’s commissions and the networks themselves as valid interlocutors and essential players.

Other highly centralized entities from other platforms (black circle) include Universidad del Pacífico – UP (university platform), CUSO Internacional - CUSO IN and France Volontaires -FV (international sector platform) and Red Cross, AIESEC, América Solidaria - AM SOL (civil society). Their commitment to the networks’ actions and their strong proactivity are their distinctive characteristics, while they also show a stronger balance between entry and exit levels, and are recognized by other entities as active and strong activity promoters, and for their cooperation with other member entities.

Graphic 11. Interaction dynamics among members of the Peru Volunteer Network



An important consideration revealed by our analysis is the fact certain entities, in addition to their high degree of centrality, undertake activities together with a range of entities from various sectors through their participation in several commissions. Such “bridge actors” are important drivers of network activity and evidence the network model’s potential for cross-sector collaboration. An example of this type of “bridge actor” is Universidad del Pacífico which provides momentum to the “Volunteerism for Development” commission together with other members of the university and public sector platforms, as well as the “Brigadas Universitarias” (University Brigades) in cooperation with the civil society and public sector entities (this group is identified by a green circle in the graphic 11’s top right quarter).

These types of actors foster cross-sector collaboration within the network and consolidate the network itself as a horizontal and mixed cooperation space, further expanding interaction options for entities from various sectors belonging to the networks.

A final consideration worth highlighting in this analysis of networks’ interactions is the recent emergence of inter-networks contacts: relations between AVN and PVN. These contacts, developed in the framework of various activities, have been highly regarded by both networks’ members as enriching relations of great interest to them as they provide a forum for information and experience sharing. Likewise, and as new regional networks emerged (as in Piura, Tumbes, La Libertad and Cusco), our respondents shared interest in creating means for relation building and meeting points among SVNs.

5.4. Soy Voluntari@ networks’ role in volunteerism institutionalization in Peru

As was underscored in the previous section, relationships between public sector entities and other network members are evident and while the former’s degree of centrality evidence the value that all other members of the network attach to their presence and participation. For member entities, having the presence of public sector entities in the networks gives the latter unquestionable added value as they help create an appropriate stage to build direct dialogue, communication and cooperation relations, and contribute to enhance Soy Voluntari@ as the volunteering national brand.

In addition, public sector entities have gradually joined networks as member entities as shown by the continued increase of their participation in various network commissions. At present, and only in the PVN and AVN networks, several public sector entities, including MIMP, INDECI, SENAJU, MINAM (Youth Environmental Volunteers Network - RVAJ) have actively taken part in work commissions addressing several different issues, together with other network

entities, and have moreover joined cross-sector work groups to organize the International Volunteer Day 2014 festivities in the regions of Peru.

As shown by the analysis of the SWOT diagnoses carried out by PVN in recent years, the role of public sector entities in this network has consolidated over that period, where they are a key actor. Their presence, led by MIMP, was defined in 2012 and 2013 as an opportunity and a potential for the network to build a forum for convergence and dialogue between civil society, private sector and international sector with public sector entities. However, since 2014, the presence of public sector entities in volunteerism was defined as a strength of the networks themselves, given clear evidence of the greater strength of the former in such networks.

The SVNs provide an appropriate stage for joint reflection about government policies regarding volunteerism, at both national and regional levels. The possibilities for debate and cooperation provided by public sector entities in a horizontal, participatory and inclusive relationship have led to establishing specific commissions to address “public policies”, both at PVN and in the regions of Tumbes, Piura and Arequipa networks. In this way, each network, within its own sphere, has undertaken initiatives to strengthen their dialogue with regional governments, with MIMP, as the highest government body with responsibility for institutionalization of volunteerism in Peru.

PVN’s public policy commission has over the last year carried out joint initiatives to review a draft law to create the Peruvian National Volunteerism System and has issued a number of recommendations, including improving recognition of volunteerism in the law, acknowledging the work of volunteers, expanding the types of volunteerism acknowledged by the law, and undertaking studies on volunteering nationwide.

The SVNs provide a space for dialogue and debate recognized by public sector entities charged with governing volunteerism in Peru. As an example, MIMP presented before PVN a call for the 2013 and 2014 National Volunteerism Award (PRENAVOL). Moreover, MIMP also shared their policy strategies, including building the National Volunteerism System, already included in the General Law on Volunteerism of 2004 but not yet implemented. This proposal involves civil society generally and more specifically volunteering organizations, same which will be significantly represented by the SVNs.

As regards the institutionalization of volunteerism in Peru, clearly the SVNs have emerged as a space for dialogue and cooperation among public sector entities with responsibility for such work and other key sectors from civil society, including community based organizations (NGOs, associations, foundations, etc.), academic organizations, international sector and private sector. These

networks open a wide range of possibilities for joint initiatives among all these sectors in preparing new policies and regulations regarding volunteering, at both the national and regional levels. Our analysis shows a clear future trend where the SVNs will contribute to a stronger institutionalization of volunteerism as they provide a key space for dialogue and in their role as indispensable social interlocutor in such process.

5.5. Potential of the Soy Voluntari@ networks in the 2030 global agenda

As discussed above, a clear capacity of the SVNs is their ability to foster cross-sector collaboration and joint initiatives among public sector and civil society entities, thereby strengthening volunteer institutionalization and mainstreaming volunteerism across the public sector.

These volunteer entities provide spaces where their members can collectively present their interests and act as a main agglomeration axis for fostering volunteering actions. As such, SVNs are characterized by a special strength when involving volunteering efforts not only in the Peruvian political scene but also at the backdrop of the 2030 global agenda. In this respect, it is worthwhile underscoring the catalytic and disseminating role SVNs have played in preparing the new global development agenda and how the possibilities for acting, follow up and monitoring for the entire set of member entities, as networks, have been defined, so that these organizations can rise to the challenges posed by their initiatives in the new global stage.

The way members of the SVNN got engaged in the building process of the 2030 global agenda contributes to including volunteering as a key mechanism in development processes and to the recognition of volunteer groups as a player in cooperation for development. The High-level Political Forum on Sustainable Development (HLPF), which will oversee review of progress on the SDGs, explicitly names and encourages different stakeholders, including “Volunteer Groups...to autonomously establish and maintain effective coordination mechanisms for participation in the high-level political forum and for actions derived from that participation at the global, regional and national levels,” and decides that representatives of relevant stakeholders shall be allowed to “submit documents and present written and oral contributions.”¹⁷

¹⁷ United Nations General Assembly Resolution A/RES/67/290

This will enhance the role and recognize the importance of volunteers that have typically been essential components of development efforts but are often not recognized and therefore remain invisible¹⁸.

Volunteer networks and steering committees strengthen civic commitment¹⁹ and strategic focus of single volunteer entities, and enhance their ability to engage in follow up and monitoring of the new goals set in the 2030 global agenda. This will contribute to domesticating and localizing the new agenda, making it tangible and relevant at community level and contributing to developing locally appropriate solutions. Moreover, accountability schemes for State and citizens²⁰ could be enhanced by such networks and their members within the sphere of volunteering. In fact, volunteers could play an important role in enhancing the accountability of the new SDG framework at local level by supporting large scale data collection and participatory forms of planning and monitoring.

The SVNs show therefore the specific potential for volunteerism to play a role in the 2030 global agenda.

Another potential shown by SVNs concerns their ability to scale up action, including through the provision of a benchmark for other volunteer entities at various levels:

- For local volunteer entities to replicate their larger networks at a smaller scale in their local environment.
- For local volunteer entities from other regions not yet availed of these types of networks but who wish to replicate this initiative within their respective region.
- For volunteer entities and their organization systems in other national contexts where the Peruvian SVNs can contribute their specific experience as models for organization and action.

In all these cases, networks can act as spaces for education and training for other volunteering entities. Training will, in addition, contribute to their recognition, improve their capacities and strengthen their organization.

¹⁸ “Open letter from the post-2015 Volunteering Working Group to Member States on volunteering and the Sustainable Development Goals”(SDGs). <http://www.volunteeractioncounts.org/images/post2015/partners/Open%20letter%20from%20Volunteer%20Involving%20Organizations.pdf>

¹⁹ “Volunteerism in the zero draft of the SDGs” http://www.volunteeractioncounts.org/images/post2015/partners/integrating_volunteerism_in_the_zero_SDG_draft_07_07.pdf

²⁰ “Declaración sobre la posición del programa VNU respecto a la agenda de desarrollo post-2015” (UNV position statement on post-2015 agenda) http://www.volunteeractioncounts.org/images/post2015/Downloadcenter/UNV_position_statement_on_post_2015_ES.pdf

A significant capacity of networks is their ability to cooperate and work together with various types of development projects and programs. The Soy Voluntari@ experience has evidenced such capacity through cooperation with national projects (“Youth and university volunteers in strategies against poverty and support to decentralization”, a Soy Voluntari@ project), and with other regional level effort (cooperation and synergies between the Poverty Environment Initiative project and AVN) and also with programs involving other United Nations Agencies (DIPECHO Project, Humboldt Project). Moreover, these networks have contributed their own entities’ projects (such as the “Child development with a gender approach” project by Plan International).

Taking account of all the above examples, the SVNN can make specific contributions by way of providing the volunteer foundations to include volunteering in those projects. As such, networks can make available their commissions, made up by various entities, to contribute to each specific project, and make available the abilities of local actors to project implementation, providing specific advice from those commissions to such projects and making possible community and citizen participation offering their volunteer base. Projects typically have funding to finance specific training for entities belonging to the volunteering networks.

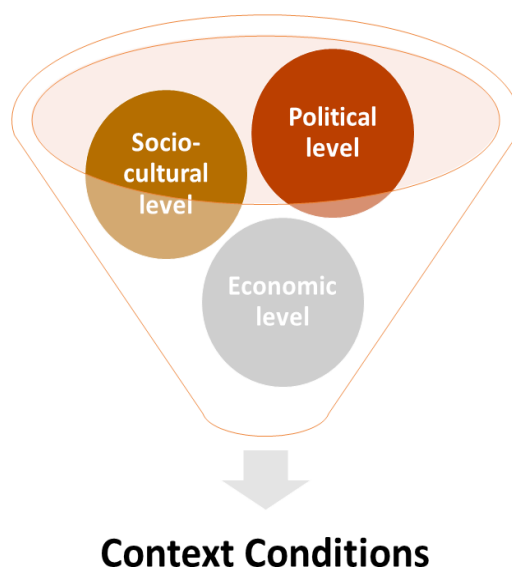
This potential shown by the network as a source of positive contribution to various programs and projects should be taken particularly into account because it fosters inclusion and adopting the volunteering component as a cross-cutting element of development initiatives. In this manner, the promotion of volunteering networks as well as the purpose to include volunteerism as a cross-cutting component of the 2030 global agenda will materialize in specific actions accomplished through specific cooperation.

6. Replicability and sustainability of the Soy Voluntari@ model

6.1. Replicability conditions

To create volunteering entity networks it is necessary to take into account some context conditions at different political, social, cultural and economic levels.

Graph 12: Context conditions at different levels for creating networks



At *political level*, it is necessary to previously analyze the legal situation of volunteering and what kind of national, regional or local regulations exist in this field. Acknowledgement of volunteering and details about its definitions, types, functions, benefits, as well as public institutions' functions and responsibilities

by have to be clarified beforehand. Therefore, we start from the political, legal and administrative situation to define the possibilities the framework offers for volunteering entity network action and the objectives these networks can have concerning political advocacy and volunteering institutionalization. Favorable political will to acknowledge and leverage volunteering is desirable, but not decisive to create volunteering networks, as the lack of such political will is going to define political advocacy objectives that will provide content to network activities.

At the social and cultural level, it is essential to take into account the acknowledgment and track record of volunteering in the local context. We need to check the kind of volunteering that has traditionally been practiced, people's perceptions regarding these actions, kinds of entities that do this work and their impact. In this regard, it is important to consider volunteer action as a social and civic participation mechanism for the population. We start from the conviction that networking offers the opportunity of bringing people's civic commitment and volunteer action to light.

We define the types of actors prone to participating in volunteering entity networks through political-administrative and social-cultural levels. Therefore, it is desirable to have a diversity of actors from different sectors (public, private, civil society, youth, academic, etc.), and these actors should be as representative as possible within their sectors. The creation of volunteering entity networks from this perspective broadens and diversifies volunteer action and gives a chance to build a notion of volunteering in common that can integrate each expression, opening cooperation spaces, generating share action scenarios and proposing common objectives that may interest all kinds of entities involved in volunteering. The proposal is to create open and plural networks where cross-sector collaboration is favored, while at the same time keeping the specificity each one of the sectors contributes to volunteer action.

At economic level we must also analyze what are the means of financing volunteer actions and what are the public budgets aimed at this issue. These aspects will not be decisive in developing networks but, it is undoubtedly necessary to know this information. Generally, it is essential to be able to analyze resources available to generate networks and, especially, learn about the readiness of entities interested in taking part of networks to prioritize networking in their budgets and programs and investment on required human resources and time.

6.2. Replicability of the Soy Voluntari@ model in regions

Although the SVNN had its origin in Metropolitan Lima through the creation of the PVN, its volunteering entity network management model has been further

replicated in other five Peruvian regions. In 2014 an important process of network creation was undertaken in Arequipa, Piura, Tumbes and La Libertad, and in 2015 in Cusco, decentralizing the PVN model's experience that had consolidated during three years.

The creation of the SVN in the regions aims at providing volunteering entities with an interaction, exchange and collaboration space at regional level to promote joint actions and generate synergies that will ensure better results. The model in these regional networks, based on PVN, is generally defined as a mixed network of entities (public sector, private sector, international sector, civil society, universities, youth, etc.) geared towards developing joint actions.

UNV Peru, as facilitator and main promoter of the National Network, has deployed a number of actions aimed at implementing these regional networks. It has hence developed a **replicability method that focuses its actions before, during and after a central event**, which is the main space for meeting and acknowledging volunteer entities in the regions. The “Volunteering Entities Meeting” provides the perfect space for volunteering entities to get to know each other, to present the SVNN model, for inviting them to make up the regional network and officially launch the Soy Voluntari@ Network in their region.

Graph 13: Replicability model of the Soy Voluntari@ National Network



Implementing the method requires coordinated action by the facilitator and a contact person in the region where the network would be launched. This contact person must have some involvement and commitment to volunteering to devote the necessary time. In Peru, coordination for creating regional networks was made through important allies including the UN Volunteers that work in those regions (Arequipa, Piura, La Libertad, Tumbes and Cusco). Their role was fundamental, since they were the reference and first contact point with UNV as facilitator in each region.

a. **Before the meeting:**

During this period coordination work between facilitator (UNV) and allies (region's UN Volunteers) is fundamental. Both parties carry out the main action at this phase: they identify and map volunteering entities to be invited to the meeting. The following table shows the main actions and who assumes responsibility for each one.

N°	ACTIONS	Responsible Entity	
		Facilitator (UNV Team Peru – Lima)	Ally (UN Volunteer - Region)
1	Identify regional authorities whose function is to work on volunteering (Regional Development and Social Inclusion Directorate, Public Charities Agency, and/or any other municipality directorate).		X
2	Arrange coordination meetings with the authorities to introduce them to the initiatives and involve them in their execution.		X
3	Identify volunteering entities in the public and private sector, civil society and academia in the region.		X
4	Prepare a roster with contact information on volunteering entities.		X
5	Call the organizations to the meeting (registration sheet in google drive).	X	X
6	Coordinate event logistics (venue, catering, sound, etc.).	X	X
7	Identify the main mass media in the region (radio, press, TV and internet) and prepare a roster with contact information.		X
8	Disseminate the event through social networks and regional media.	X	X
9	Design the event's module and prepare any necessary materials.	X	
10	Confirm guest participation.	X	
11	Send formal invitation to attendants.	X	
12	Arrange a meeting with the members of the most representative and credible entities in the region to invite them to be regional interlocutors.	X	

When identifying the most representative and reliable entities in the region, it is important to establish a first contact before the event to tell them about the objective and intention of creating the network. They can become an ally and be invited as regional interlocutors, as it occurred in the Peruvian case.

b. **During the meeting:**

The meeting of volunteering entities is the right scenario to introduce the Soy Voluntari@ model, analyze its potential and the opportunities it offers, invite attendants to join so as to implement the initiative and establish the launching of the new network by defining joint actions.

The meeting will have only one session (morning and afternoon) and be structured in three steps. The first step introduces the situation and challenges of

volunteering at international (2030 global agenda) and domestic level. Then, the volunteering institutionalization process in Peru and the region are presented. Collaboration and participation of representatives from the MIMP was essential as governing agency for volunteering in Peru.

With the second step, the SVNN model will be introduced by the facilitator (the UNV team) and a panel with regional volunteering entities' representatives will be organized so they can give their opinion on volunteering challenges in the region and the possibilities of making up and consolidating the SVNN in their region. Following these presentations, participants will be invited to make up the network by having attendants, who are interested in doing so, sign the commitment document.

The third step (in the afternoon) is devoted to a complete session of the new constituted Network by organizing work commissions depending on the interests of the entities that sign the network creation document. Then, practical cases of commissions in other regions are introduced to give details on how they function. Each commission will develop a work plan through team work. Such plan will gather the topics of interest for the commission's entities. Subjects and actions will be prioritized as follows:

Commission:	Members:
Topics of interest:	
Topic prioritization:	
1.	
2.	
Actions to be developed:	Promoter entity(ies)
1.	
2.	

This methodology oriented to action and creation of synergies according to affinity of interests has generally been well appreciated by participants who were initially skeptical, because they thought this was a hierarchical space without actual participation in joint actions.

Commission work started on first day of the meeting and I thought it was interesting. It was organized according to entities' affinities. We met those who had interest in cultural topics and we started to think about activities we could perform jointly. We were very motivated to see this was the starting point for doing things in common (E14. Mandala AVN NGO)

At the meeting, I think the “planets were lined up from the beginning”. We did some group drills and worked in commissions. I joined people from the Public Charity Department and the Inclusion and Social Development Ministry in my commission. I talked about my project (the My World survey) and we thought it would be a good proposal to implement as the initiative of our Social Development commission.²¹ (E2. The Millennials Movement AVN)

c. **After the meeting:**

After the meeting, the essential role of the facilitator (the UNV team) is to follow-up and to keep interest and commitment alive among the entities. Therefore, UNV devised a follow-up and support strategy at headquarters in coordination with the regional interlocutor. Facebook groups served each of the commissions and for follow-up calls to interlocutors and promoters. At this stage, the role each commission has to promote entities is very important and the UNV’s teamwork with them is decisive.

Another important area of work was promoting participation and involvement of members from new networks to celebrate the International Volunteer Day (IVD). The regional interlocutor played an active role in building cross-sector collaboration and linkages. IVD 2014 was the first demonstration of the impact they can generate by acting through networks. The UNV team visited three of the four new networks during the IVD 2014 celebrations and they were able to participate and do follow-up of on-site network evolution.

6.3. Analysis of results in regional networks

With the launching of the SVNs in 2014, it was possible to involve 122 volunteering entities with the National Network initiative. Then in 2015, 37 more entities were added. Each one of the regions established commissions as shown in the following table. It is interesting to point out that some topics of interest in the region are recurrent, such as environment, youth and social development. Although not sufficient time has elapsed to analyze the evolution of these commissions, it is remarkable to notice that they have similar topics of interest, because this may facilitate exchange of experiences among networks and establishment of interregional or national work lines.

The analysis of results achieved by these regional networks reflect much activity in the AVN since it was the first regional network and has been around for a longer time. When this network was launched in April 2014, seven commissions were organized, out of which three have shown significantly positive results and great impact:

²¹ The Millennials Movement won the “MY World Volunteerism Award” in 2014.

Soy Voluntari@ La Libertad Network	Soy Voluntari@ Piura Network	Soy Voluntari@ Tumbes Network	Arequipa Volun- teer Network	Cusco Volunteer Network
21 Entities	32 Entities	19 Entities	50 Entities	37 Entities
4 Commissions	6 Commissions	4 Commissions	7 Commissions	4 Commissions
1. Youth and Social work 2. Peace culture 3. Social Inclusion 4. Human Rights	1. Social Development 2. Public policies 3. Capacity building and volunteer training 4. Youth and Culture 5. University brigades and environment 6. Community health	1. Youth 2. Social Development 3. Public Policies 4. Environment	1. Culture and Youth 2. Environment 1 3. Environment 2 4. Social Development 1 5. Social Development 2 6. Social Development 3 7. Human Rights, Women and Gender	1. Youth 2. Childhood 3. Disability 4. Environment

- Social Development commission 1 has coordinated a project which has involved more than 10,000 people in the MY World survey. The promoter of this commission, The Millennials Movement, won the 2014 MY World Volunteerism Award thanks to the actions of this commission.
- The Environment Commission included 25 organizations and they organized the III Environmental Fair of Arequipa, which had a strong social impact.
- The Culture and Youth commission implemented the San Lazaraso²² Project from August to December in order to disseminate and promote Arequipa's cultural heritage. This project was created on purpose as a common work initiative in this commission. Thanks to the mixed characteristic of the commission, the local government has committed to support the implementation of the project in 2015 with government funds.

On the other hand, AVN achievements include quicker and more specific results as compared to PVN. In this regard, it is important to point out that the network method applied in Arequipa, the Soy Voluntari@ model, stems from PVN's experience, which has been consolidated and perfected along three years. That is, the work methodology in Arequipa had a more consolidated and clear strategy. It was flexible, participatory and aimed at action. The AVN's members have assimilated commission work and joint action proposals more quickly, valuing them from the start. This is how they have achieved significant results in a very short period.

UN volunteers working at the PEI project in Arequipa had an essential role in implementing AVN. They have assumed the role of interlocutors and have prepared mobilized and mapped volunteer entities before the network was organized. They also followed-up and facilitated work commissions organized by the AVN.

AVN's experience shows the potential it has and has become a very positive test case regarding model replicability possibilities at regional level.

Another result analyzed in the four regions where networks were implemented has been the organization of the International Volunteer Day (IVD)²³ celebration. Every regional network constituted in 2014 coordinated actions to commemorate IVD. This is remarkable if we take into account that the Piura, La Libertad and Tumbes networks were organized at the end of October, just one month before IVD.

IVD celebration in the regions

□ Arequipa Volunteer Network



2014 IVD celebration permitted to coordinate Arequipa's volunteering organizations aiming at making volunteer action visible within the framework of COP20, stressing the contribution of volunteers in programs and actions related to the environment and to environmental education.

²³ Due to COP20 taking place in Lima on 1-12 December 2014, activities to celebrate IVD in some Peruvian regions were postponed to avoid overlap with this very important event, also because many governmental and civil society entities participated in COP20.

A coordination team was organized for the group of entities that promoted such event –17 entity members of AVN– and specific commissions were formed for each of the main activities on the 2014 IVD agenda. The theme was “Volunteer Week - The Role of Volunteers at COP20.” Local authorities and UNV representatives participated in the following activities:

- **Press Conference** (December 9): This conference aimed at disseminating activities organized for IVD in the local and regional mass media (press, radio and television). Twenty mass media institutions were present in the conference. Dissemination campaign in the media had taken place before, including 17 interviews in different media, reaching approximately 120,000 people. A UNV Headquarters representative participated.
- **Forum on “Volunteering in Arequipa and commitment to fighting climate change within the framework of COP20”** (December 12): This event aimed at debating on the role of volunteers vis-à-vis climate change. Climate change and environment experts participated, as well as volunteering entities specialized on the issue.
- **Symbolic Wake** (December 12): This activity aimed at performing a symbolic act where volunteers walked with a lit candle for peace and development. Volunteers from 17 entity members of AVN and general public participated in the wake around Arequipa’s main square.
- **Festival “Volunteering for a Sustainable Arequipa”** (December 13): The objective of this festival was to make visible climate change problems and actions to mitigate climate change in the city to Arequipa’s population. A parade was organized and volunteers from 25 entity members of AVN participated.



□ Soy Voluntari@ La Libertad Network

The Volunteering Cordon (Friday, December 5, 2014): Regional volunteers concentrated in Trujillo's main square with billboards and posters depicting volunteerism. They filled the square and made volunteer action visible.



□ Soy Voluntari@ Piura Network²⁴

The name of the event was “Piura Volunteers, contributing to sustainable development!” On Saturday December 13, they organized a photograph exhibit of the entities that make up the Network, a parade through the main streets of Piura and drills and exercises with the general public on the city square. Each one of the actions showed the IVD 2014 slogan: Change the world, become a volunteer!



²⁴ The photographs can be seen at: <http://tinyurl.com/kfffnjd>

□ Soy Voluntari@ Tumbes Network²⁵

The set of activities the network scheduled was named “**Volunteering for a Sustainable Tumbes**”. Activities started on December 12 with a **regional forum** called “**Tumbes faces climate change - volunteering contribution**”. In the afternoon, the organizations and their volunteers organized a **walk** through the main streets in



Tumbes under the slogan “Change the world, become a volunteer!” The day closed with a **concert** in the city’s main square with invited musical groups and the artistic participation of the region’s volunteers with poetry, dances and theater.



The events during the International Volunteer Day (IVD) in each region allowed for the cohesion and identification of organizations with the Soy Voluntari@ network and the national volunteering brand. Likewise, mobilization made volunteering visible in each one of the regions. As it had been coordinated in regional networks, the topics in the events were related to the environment

²⁵ The day’s photographs can be seen at: <http://tinyurl.com/n7jiluf>

due to the influence of COP20 which Peru hosted. On the other hand, UNV supported organization of events by calling and coordinating meetings among network members and facilitating web spaces in Facebook for commissions of each regional network, disseminating events in the social networks and sending invitations to all the members of regional networks.

Generally, results analyzed in the new regional networks show the following:

- In 2014, 122 new volunteering entities were involved in Tumbes, Piura, La Libertad and Arequipa, and in 2015, 37 more entities got engaged in Cusco, making up the national SVN.
- All the regional networks have adopted the SVN management model to perform joint activities. By doing so, they have assumed its culture (mission, vision and principles), roles (interlocutor, promoter, facilitator), and organizational structure (platforms and commissions) and strategic core (dialogue for action). These are all signs that the model can be replicated at regional level and of its potential to foster networking among volunteering entities.
- All new regional networks have been able to coordinate and carry out joint dissemination and promotion of volunteering activities by celebrating the International Volunteer Day in 2014.
- Work commissions created in each one of the networks have developed a joint strategic plan and an annual work plan towards the continuation and consolidation of networks started in 2014.
- Participation, coordination of activities and success achieved by SVN bode well about positive results for the other regional networks.
- Every regional network has dealt with volunteering institutionalization at regional level and the necessary agreements and processes to develop it. Two public policy commissions have been created in Piura and Tumbes and this topic has been addressed at different meetings and talks in Arequipa.

6.4. Replicability of the SVN model: keys and challenges

The following are some key factors in the experience of creating regional networks.

1. The SVN model is proposed as a set of basic principles and work methodology that has to be implemented in each case through network participants. Although the model has been quickly and effectively adopted

in the regions, it is necessary to have network members adapt this model to their own setting, assuming commitments, deciding on action strategies in connection with their interests and creating work commissions that respond to their own concerns. The model has to propose a number of elements to favor networking without being imposed operational rules.

2. UNV will be the network’s secretariat and facilitate spaces in its national office and in the regions; UN Volunteers will provide support. However, it is essential to identify local network promoters in each region to act as regional interlocutors. Such interlocutors need to be credible and reliable so they can call other organizations and foster an adequate environment besides promoting approach by new organizations. This interlocutor’s role is essential because local actors can guarantee development and consolidation of the network in the region. According to the network philosophy, the regional interlocutor should be easily replaceable when he does not attain his objective.
3. Besides identifying some entities to promote the network, it is important to identify other allies in the network, who, together with the interlocutor, promote cohesion and strengthen the network. In this regard, it is important to define allies from different sectors, particularly in the public sector to leverage their involvement and participation. The most advisable is to create a Network promoting commission with the regional interlocutor as the commission promoter.
4. Likewise, promoting a “web culture” is important to optimize time and resources so that network members can meet on the web and share information by using social networks as communication channels.
5. Mapping volunteering entities before creating networks is an important element. It is also important that each one of the networks favor inclusion of new members disseminating their existence and facilitating information about them to other interested entities.
6. Another essential element is analysis and dissemination of actions developed by networks evidencing successful experiences, so that the benefits and potential of networking become visible to the entities in terms of achieving results and impacts. The role of UNV as a nationwide network facilitator is very relevant.
7. Finally, network members should be coached by the facilitator, in this case UNV. Therefore, it is critical to keep contact and regular communications through email and to do follow-up and coordination with regional interlocutors and promoters of commissions through emails, phone calls and social networks.

These elements have to be taken into account when expanding networks in the regions or using the Peruvian experience to promote volunteering entity networks in other countries in the region.

6.5. Sustainability of the Soy Voluntari@ networks²⁶

A first aspect to tackle with concerning SVN's sustainability is self-management capacity by their members. Although there are some differences in the data analyzed between AVN and PVN (the former is more autonomous and reflects greater self-management and collective action capacities), in both cases most members interviewed stated that UNV's facilitation is essential for the continuation of these networks. Evidently, sustainability directly depends on facilitation and on investment in secretariat work by UNV until expected consolidation is achieved. Networks do not have their own budget. They only count on specific contributions by each member entities. Currently, continuation of these networks would be unfeasible without the minimum²⁷ contribution of materials and human resources by UNV. However, it is necessary to take into account that the gradual commitment assumed by some member entities in these networks has made it possible to include collective actions in their annual planning. Therefore, the participation of representatives in these networks and the necessary time to develop these actions will be considered as resources contributed by these entities to the networks. On one hand, the idea of contributing a minimum amount of money per entity is an aspect dealt with at some point in time at the PVN, but for the moment being no measures have been taken in this sense and each entity has gotten funding to cover commission expenditures in the network when necessary. Continuation and consolidation of networks will not depend on economic contributions by the members, but on their developing a proactive and committed attitude with networking.

The key sustainability aspect at the SVNN is not funding, but its dialogue methodology/model and the 6 principles that rule its operations. This methodology was devised by UNV and perfected by PVN through 3 experiences:

- Considering failed attempts at networking in the past;
- Trial and error;
- Commissions and sessions explicitly devoted to perfecting the model.

²⁶ The content in this section refers to network diagnose work done during this research with PVN and AVN members, during the workshop and in the interviews, as well as in the interviews made to the Piura, Tumbes and La Libertad SVN's members.

²⁷ Creation of the 4 networks in the regions, including the trips of the UNV team for the meeting and organization of networks plus a contribution for the organization of the International Volunteering Day cost five thousand dollars. Thanks to the great contribution of volunteers and trainees, the secretariat cost paid by UNV is negligible.

Finally, the transfer of functions from UNV to some specific work commission is a possibility that has been proposed to the entities during this research and which opens a gamut of possibilities to share the burden of coordinating and organizing networks that currently fall mostly on UNV.

Although facilitation should continue to be performed by UNV to maintain and consolidate SVN, “dependence” of these networks on UNV can gradually decrease in the following years as commitments from other entities to assume facilitation are consolidated and resources are invested to manage the networks. However, the facilitator needs to have a neutral role (with no voting right) and oversee application of the dialogue methodology by network members.²⁸

One of the elements that can guarantee the SVN’s sustainability is gradual increase of volunteering entities that join in due to the interest and attraction this network organization model has for its members. Similarly, another sustainability factor is consolidating participation of public institutions in the networks, particularly the PVN, where they have an ever more active and involved role in carrying out joint actions. In contrast, it is important to point out the little presence and activity from private sector entities in the networks, which does not put network sustainability at risk, but does decrease their capacities to develop cross-sector collaboration actions.

Defining and creating a common annual flexible agenda is pointed out in the research as one of the key elements to consolidate individual and nationwide networks. Such agenda is a key factor to establish clear and common strategies in all regional networks which, at the same time, refer to possible strategies for the collaboration among them. Coordination among different regional networks depends on establishing a common agenda and on the capacity to collaborate and cooperate that each region’s promoting entities has, because the capacity of developing inter-network actions will strengthen the national network’s track record and consolidation.

A very important aspect for the sustainability of volunteering entity networks in Peru is strengthening the Soy Voluntari@ brand. This brand should be a quality brand regarding volunteering management by entities included in the networks. Likewise, this brand will gather different kinds of volunteering and entities gathered in the networks. Therefore, the brand will be an essential tool to generate the feeling of belonging in different member network entities and creating an image capable of facilitating establishment of new regional networks in Peru in the following years. To do so, it will be necessary to develop communication mechanisms among networks and dissemination of the brand and networks abroad, developing unique communication and marketing strategies based on this brand.

28 Rigid, exclusive, hierarchical, dysfunctional structures are networking’s worst enemies.

Another aspect that should be developed in the future is how this model can be applicable at provincial and municipality level, as now the regional approach is predominant attracting more entities that have representation in the regional capital.

7. Conclusions

As this report has emphasized, the SVN contributes a relevant experience in the construction of networks based upon dialogue, cross-sector work and the action approach.

The SVNs in Peru are currently active in six out of the 25 regions in the country and count on the participation of more than 250 volunteering entities. Since the launch of the Peru Volunteer Network in 2011, the number of member entities has gradually increased, which has led to having 105 entities now in Lima. At the same time, four regional networks were implemented in 2014 in Arequipa, Tumbes, Piura and La Libertad where 120 volunteering entities participate. In 2015 the Cusco Network was launched with the participation of 37 entities.

In view of this evolution and results obtained in the regional networks, we consider that expanding the number of regions where this network model is implemented and multiplying the number of entities involved in this initiative in the following years are feasible things.

The Soy Voluntari@ model -on which these entity networks are based- is a flexible adoption model aimed at cross-sector action and dialogue and hence is an innovative reference at regional level to coordinate actors and create inclusive spaces for volunteering entities from different sectors.

Public sector entities have had a remarkable role in these networks, particularly the PVN. They have gradually developed a more active and participatory role in the network. They have promoted several work commissions, actively participated in the organization of volunteering promotion events and participated in the dialogue with other entities on volunteering institutionalization.

The work done by the SVNs concerning volunteering institutionalization is an important joint and cross-sector line of work among these networks. Therefore, there are public policy commissions in three of the six regional networks. The PVN Public Policy Commission has developed a support and advisory role with entities participating in this work commission through joint work with the MIMP which is the volunteer governing body.

SVNs' commissions have worked and dialogued on the public responsibilities of volunteering in regional administrations. Besides, PVN has developed proposals to amend existing regulations on volunteering at national level. This shows the potential these networks have to work for volunteering institutionalization both at regional and national level through network dialogue between public and other entities.

Networks have the potential for acting jointly and contributing to volunteering regulations, for becoming an interlocutor acknowledged by the State and for developing joint global strategies, such as the creation of a volunteer supply/demand system for State social programs. Improving the link between both sectors to develop these actions would show the networking potential.

Belonging to the SVNN is considered by all member entities as a benefit at different levels. For their members, networks mean meetings, information exchange, representation, joint action and learning. It is very positive for member entities to have thus defined the benefits and usefulness of networks, because this guarantees they will keep interested in these structures and their consolidation.

From a general perspective, the main challenge faced by the SVNs is sustainability, which is directly related with keeping members interest and commitment. It is, hence, essential to delve into and disseminate the results obtained by the networks, as well as to strengthen the feeling of belonging among members. The Soy Voluntari@ brand will have a very decisive role as a symbolic reference in this regard.

In the context of the 2030 global agenda, volunteering networks such as Soy Voluntari@ are a feasible and replicable mechanism to foster participation in planning, implementing and monitoring development, and also in leaving no one behind (inclusion). If duly strengthened, financed and integrated in national development plans, these networks can "help devise the new agenda proposing new interaction spaces between public sector and people for concrete and large scope actions."²⁹

²⁹ The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet. Synthesis Report of the Secretary-General's on the post-2015 development agenda. http://www.un.org/ga/search/view_doc.asp?symbol=A/69/700&Lang=E, accessed on 3.3.2015

8. Recommendations

Following this research on Soy Voluntari@ volunteering entity networks, we propose the following recommendations aimed at consolidating and fostering sustainability of these networks as cross-sector collaboration spaces:

1. **SVNN experiences systematization**

This research shows the need to disseminate the networks’ operational model. Therefore, it is advisable to prepare materials presenting the model’s characteristic elements to disseminate them among network members and entities interested in joining. In addition, it is important to analyze and evaluate commission work and document it. The following instruments should be prepared to make SVNs management smoother and replicable:

- Replicability guide to organize networks both inside and outside of Peru.
- On-line data base. Preparation and updating of a data base with information on all member entities in each one of the SVNs.
- Soy Voluntari@ model document. Develop a basic document with the network’s mission, vision, bylaws, ethical code, principles, structure and organization.
- SVNs’ activities report. Developing an extended document to present network activities including work commissions and commissions made up for promoting volunteering events. This document will present these activities chronologically in standardized sheets (systematization) mentioning the participants (if they so wish), objectives, methodology, activities and evaluations of each commission.

This can be used to generate a basic document to introduce the networks in regions, and to enable entities that are interested in partaking of already organized networks to have access to information on activities the networks have developed and on how to execute them. These sheets will also be a tool to continue recording further activities.

- Closing work commissions. Revision and evaluation of commission processes and results should be established as part of the usual work methodology in the networks when commissions finish their work or -if the commission lasts for longer than a year- once a year.

2. Developing an induction workshop for new entities

The idea is to organize an induction workshop to the SVN. This workshop should last one day, be divided in two work sessions and aimed at all entities that would like to partake of these networks. The materials mentioned in the preceding item should become the content of these workshops when developing the first session devoted to presenting the Soy Voluntari@ model. The second session would be a practical session with participants to develop a common agenda, actions, projects to implement through their networking, which would leverage new-member proactivity.

3. Dissemination of the Soy Voluntari@ model in Peru's regions and in Latin America and the Caribbean – LAC (particularly within the framework of national strategies towards Sustainable Development Goals – SDGs)

We believe it is essential to continue with the SVN dissemination facilitated by UNV in other regions of the country. It is important to have the mentioned materials to use them as essential documents to inform interested entities in the regions and seek alliances with the State. The latter fosters the building of these networks and helps face management and coordination costs that network creation would mean.

The materials described in the first item, particularly the induction workshop for new members of SVN, can be the foundation to implement organizational training workshops in other countries in LAC. Such contents would be included in volunteering entity training sessions to organize networks using this model. Training would use the Peruvian case and adapt contents to the political and social contexts of each one of the zones in which this training can be implemented.

4. Strengthening contacts and interaction among networks

Establishing communication among existing regional networks would require developing a Soy Voluntari@ website in which each one of the regional networks could have some space so their members could be informed and communicated, and so as to communicate with other regional networks.

Considering the creation of new regional networks, it is necessary to organize meetings of different kinds among regional network members. To do so, we propose to develop an annual congress of volunteering networks in Peru, where different common work subjects can be included, such as political advocacy and volunteering institutionalization. This event would strengthen regional networks and enhance the feeling of belonging to the SVNN.

5. Strengthening network reference symbols. National Soy Voluntari@ Award

This research has shown there is little use and acceptance of the Soy Voluntari@ brand, while UNV and the United Nations (UN) image have increased as a reference for the SVNs. Therefore, it is necessary to strengthen the Soy Voluntari@ brand as a reference symbol and to implant a sense of belonging among network members.³⁰

Strengthening the Soy Voluntari@ brand should be a key strategy to consolidate the SVNN. To attain this, a specific alliance and agreed work strategy should be developed with the Ministry of Women and Vulnerable Populations as the public institution that rules volunteering in the country and as a promoter of the brand.

The Soy Voluntari@ brand is a quality brand conceived to acknowledge quality volunteering actions under its sign in connection with volunteering management and volunteering results and impacts. On the other hand, the brand has its own acknowledged value as a brand image, as a symbol of networks, where different kinds of volunteering are included and coordinated in the country.

A Soy Voluntari@ Award could be launched every year for quality volunteer actions of the networks' members. This strategy would not only promote the Soy Voluntari@ brand as a symbol and image in the networks, but would also be a quality certificate of volunteer action in the country.

30 It was encouraging to see that the Soy Voluntari@ Facebook page was used to promote the 2015 Global Youth Volunteering Service Day and that more than 1000 volunteer youth were gathered. Public sector limitation regarding use of social networks is a significant obstacle.

6. Specific work proposal to the private sector

Given the little participation of private sector volunteering entities in the SVN, we propose to develop a special strategy for this sector. We must first map these entities and carry out exploration meetings on common and cooperative work regarding volunteerism. Some of the interesting topics to discuss with these entities will be organization of volunteering and collaboration between corporate and social volunteering.

7. Action protocol and dissemination strategies for the SVN in the United Nations' entities and Peruvian public sector entities to enhance their adaptation to and positioning in the new sustainable development agenda

This report has evidenced the collaboration and cooperation capacity among networks in different programs and projects of cooperation to development. Besides contributing clear benefits and coherence to implementing these projects, networks become strengthened and consolidated. Therefore, we propose to disseminate the existence of these networks and their characteristics in every UN agency currently working in Peru and also among public institutions and international cooperation actors. To do so, it is essential to develop the materials and contents proposed on the first item, involving network members through the creation of a commission. In this same line, it would be necessary to consider an action protocol to regulate contact between networks and projects. The Soy Voluntari@ website would be an essential tool to generate a communication space between both actors.

The important link that can be created between the networks with their volunteer base and development projects and public policy provides a key mechanism to mainstream volunteering for development towards the Sustainable Development Goals.

8. Implementing a volunteer supply/demand system in government social programs

To improve involvement and commitment of public entities in the SVN and to leverage collaboration between public entities and other sectors' entities, it is advisable to develop a volunteer supply/demand system for Government social programs. Promoting relations between development sectors in this system will be an opportunity to show the potential of networking, establishing contacts between demand for volunteers with a certain profile and social programs that need them. The collaboration of network members in managing volunteering (dissemination, training, etc.) is an important aid in these relations.

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