

**DRAFT**

---

JULY 2020

---

# **VOLUNTEER CONTRIBUTIONS**

**TO BUILDING MORE PEACEFUL,  
INCLUSIVE, JUST AND  
ACCOUNTABLE SOCIETIES**



**Reimagining  
Volunteering**  
for the 2030 Agenda  
JULY 2020

**WORKING PAPER**

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

**The final edited paper will be published in August 2020 as the following:**

Milesi, Cecilia and Erika Lopez Franco (2020). Volunteer contributions to building more peaceful, inclusive, just and accountable societies. **In: Measuring the Economic and Social Contributions of Volunteering: Plan of Action Innovation Challenge. Bonn: United Nations Volunteers (UNV) programme.**

The views expressed in this publication are those of the author(s) and do not necessarily represent those of the United Nations, including UNV, or the United Nations Member States or any organizations partnering with the Secretariat of the Plan of Action.

All reasonable precautions have been taken by the Secretariat of the Plan of Action to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the Secretariat of the Plan of Action be liable for damages arising from its use.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means without prior permissions.

---

# VOLUNTEER CONTRIBUTIONS TO BUILDING MORE PEACEFUL, INCLUSIVE, JUST AND ACCOUNTABLE SOCIETIES\*

Cecilia Milesi and Erika López Franco

## Executive summary

**This paper presents an adaptive framework for recognizing volunteer contributions to SDG16+.** It aims to support governments and organizations in empowering volunteers, activists and communities by putting them at the centre of co-creating, implementing, identifying and learning from transformative volunteering initiatives to sustain peace, addressing the root causes of violence and conflict.

The paper argues that volunteerism and activism are central to creating peaceful, inclusive, just, and accountable societies. To build the papers' argument and create the adaptive framework, we first describe key challenges faced by the voluntary sector in measuring volunteer contribution to peace and development. While doing so, the paper presents initial evidence from a few existing volunteerism initiatives. Subsequently, the paper presents the adaptive framework, including brief guidance on how to use it.

The adaptive framework was designed considering theory and practice relevant to peace studies and current debates around the 2030 Agenda and the United Nations Sustaining Peace agenda. It recognizes everyday expressions of volunteerism through local perspectives and languages by using **Participatory Action Research (PAR) as the underlying methodological approach**, connecting this to Galtung's **positive peace dimensions and the SDG16+ targets**. The paper emphasizes the importance of recognizing so-called "informal volunteering" -voluntary action that happens outside of formally recognized institutions and funded programmes- as an expression of active citizenship. Therefore, the paper invites readers to consider **using this adaptive framework, looking at all types of (unpaid) civic engagement for the public good** undertaken by people of all ages and identities.

In all, the adaptive framework is a flexible tool to promote inclusivity, respect of diversity and participation, all important principles of the 2030Agenda's vision of "leaving no one behind".

This is a shorter and adapted version of the full paper and adaptive framework which can be found in the Global Change website: <https://bit.ly/2UusAgy>

## Introduction

The international consensus from which the 2030 Agenda for Sustainable Development emerged mark a turning point in the global development policy framework. As the Agenda states: “*there can be no sustainable development without peace and no peace without sustainable development*”, portraying peace and development as interrelated priorities.

Situating the contributions of volunteers at this nexus is critical both to better understand their impact— but also to strengthen initiatives to support their important contributions to peace and development. While a slow process to recognize the contribution of volunteering to peace and development has recently been underway, it remains fractured, limited and incomplete.

### Gradual recognition of the importance of volunteering in sustaining peace

Volunteering efforts towards sustainable peace at local and global levels remain under-recognized and invisible. Yet recent United Nations (UN) initiatives reflect increasingly stronger recognition.

- Firstly, the **UN Secretary-General’s report *Integrating volunteering in the next decade acknowledges the contributions of volunteerism to security and peace, environment, gender, and social inclusion***. It also urges governments, UN agencies and volunteers alike to deepen the integration of volunteering into peace and development policies and programmes, outlining a plan of action for doing so.<sup>1</sup>
- Secondly, the **UN General Assembly’s resolution *Integrating volunteering into peace and development***<sup>2</sup> commends the importance of integrating volunteering into peacebuilding and conflict-prevention activities, exhorting actors to allocate resources and make institutional and regulatory arrangements for these to be sustained and expanded.

Moreover, volunteer groups have recently been included as key stakeholders in the High-Level Political Forum (HLPF) overseeing progress on the implementation of the 2030 Agenda,<sup>3</sup> with the recognized capacity to contribute to the annual SDG progress reviews.<sup>4</sup>

This slow but steady recognition of the role that volunteers play and can play in building peace is of importance as it holds potential to empower volunteers, activists and their organizations. As they provide critical support to recovery and reconstruction efforts, creatively mediate local tensions, and rebuild values of solidarity and trust, an opportune moment has arrived **to showcase their contribution to sustaining peace** by identifying and celebrating their contributions to peace and development.

While this gradual recognition continues to emerge on paper and in the multilateral discourse, in practice:

“... neither Member States nor the HLPF articulated concrete steps to translate the recognition of the role of volunteers and activists in achieving the SDGs. This is noticeable in the lack of mention of volunteers among the proposed indicators for measurement of the SDGs.”<sup>5</sup>

Moreover, scarce evidence exists on how volunteers contribute to achieving Sustainable Development Goal (SDG) 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. And what evidence exists, it remains siloed in various thematic areas and not clearly connected with SDG 16 targets due to a range of challenges in our current models and approaches to capture and celebrate the contributions of volunteering to these vital issues of our time.

## Current challenges in modelling the contributions of volunteerism to SDG 16

At least four interrelated core challenges underscore the limitations of our existing models and approaches to measure the contributions volunteers make to the achievement of SDG 16.

- **Biases around counting volunteers contributing to peace initiatives**

International and national organizations alike face multiple challenges when it comes to counting and identifying community volunteers involved in peace initiatives. Despite their pivotal roles in reconstruction efforts, community volunteers are rarely meaningfully included in programming, research and evaluation, and they have limited protection when taking risks in insecure settings. This lack of inclusion stems from a narrow conceptualization of volunteering as ‘service delivery’, which occludes and ignores the varied roles they play in peace and reconstruction.<sup>6</sup>

- **Siloed approaches to measuring contributions of volunteerism to peace**

The dominant discourse focuses on demonstrating how volunteers contribute to “good governance” and “institutional building” as enablers of peace. More recently, a growing body of evidence is emerging on how volunteers contribute to promoting cultural understanding, intercultural dialogue and other “intangible” personal and collective skills central to building durable peace. However, these disparate dimensions of volunteers’ contributions are rarely interconnected or examined from a holistic perspective that reflects the complexities of the contributions volunteers make to conflict prevention and peacebuilding.

- **Narrow focus on measurable good governance categories to the exclusion of “intangible” factors**

Prior to the 2030 Agenda, a significant strand of research focused on grasping the contributions of volunteering to “good governance.” In 2014, for example, an in-depth study gathered evidence on how international volunteers strengthened public and private governance structures. The formal contributions of volunteers were assessed along categories inherent in the World Bank’s Governance Surveys Database scheme, including: rule of law and regulatory frameworks; corruption, collusion and nepotism; voice and accountability; transparency and public awareness; political stability, peace and security; participation; effectiveness and responsiveness; capacity building; and activism.<sup>7</sup> Following a similar logic, UNV’s 2015 *State of the World’s Volunteerism* report (SWVR) found that volunteerism contributes to enhancing voice and participation, accountability, and responsiveness from a range of governance actors and institutions at all levels, and across all regions.<sup>8</sup>

Through these perspectives, it is perhaps no surprise that SDG 16 targets and indicators primarily focus on accountability, good governance and access to justice as foundations for peace—elements of good governance that can be measured in concrete statistics and numerical indicators. As such, they miss a range of intangible elements needed to sustain peace, such as cultural understanding or structural poverty and inequality.

The multitude of volunteer work towards building cultural understanding by addressing personal, interpersonal and community issues that fuel violence fails to be captured by the narrow focus of these approaches. For example, key results of a mixed-method study by the global network of the Coordinating Committee for International Voluntary Service (CCIVS) show that volunteering exchanges promote the enhancement of “power within”, “power to” and “power with”, all essential for achieving

sustainable peace and development.<sup>9</sup>

Other research highlights the importance of the relational aspects of volunteering experiences. *Valuing volunteering*<sup>10</sup> distinguishes that, depending on context, different types of volunteers can build relationships of trust, brokering conversations with multiple actors and creating opportunities to access information and institutional spaces to monitor and advocate, or mediate to overcome diverse community challenges. In some contexts, the relational way in which volunteers work makes them better able to interact with the groups that are hardest to reach,<sup>11</sup> contributing to the SDG principle of “leaving no one behind.” Similarly, studies also identify how international volunteering can help change informal norms and attitudes that determine how people perceive and engage governing institutions.<sup>12</sup>

When assessing the SDG 16 indicators, it stands out that almost none reflect these “intangible” elements that make up the dimensions of cultural understanding.

- **Prevalence of top-down and technocratic approaches to measuring volunteer contributions to peace and development**

The 2030 Agenda brought calls for evidence around implementation of the SDGs to go beyond quantitative targets by also measuring qualitative dimensions related to inclusion, equity, quality and participation.<sup>13</sup> In practice neither Member States nor the HLPF articulated concrete actions to do this. Controversially, volunteers are not mentioned amongst the indicators for measuring the SDGs<sup>14</sup>, somehow making volunteerism invisible. Further, volunteerism is seen as a measure of participation and a resource for gathering enhanced, disaggregated data to track progress and ensure that no one is left behind.<sup>15</sup>

Such a perspective is problematic. Firstly, because the existence of volunteerism should not be considered just a measure: the intrinsic value of volunteerism can itself be the process for generating change and sustaining peace. And secondly, there is a risk that volunteers, especially “informal” ones, are seen by the development sector as data collectors, rather than as actors capable of identifying root causes of issues and co-creating actions to address them.

Moreover, because informal volunteerism remains difficult to quantify in terms of its economic value and is conceptually ambiguous, it is largely missing from national and international statistical systems.<sup>16</sup> Hence, their contribution becomes visible and enters decision-making spaces once it becomes part of large-scale research and impact evaluations often led by Global North institutions.<sup>17</sup> This reflects the complex and even unfair politics of evidence generation around volunteerism and the SDGs, with lacks recognition of different kinds of knowledge and a failure to co-create evidence with volunteers.

## **Towards an adaptive framework for valuing volunteer contributions to SDG 16**

Responding to the challenges in the dominant approach to capturing the contributions of volunteering to peace and security, we propose to Member States and diverse organizations a new framework capable of valuing and identifying volunteer contributions to sustaining peace. The adaptive framework is an avenue for generating evidence on volunteers’ contributions to SDG 16 in such a way that empowers volunteers and activists. As a flexible tool, it helps to generate learning from volunteer-led initiatives for sustaining peace across diverse national and regional contexts. This section presents a synthesised version of the adaptive framework, including brief guidance for using it.

See the full adaptive framework at Global Change website: <https://bit.ly/2UusAgy>

## A holistic understanding of peace and an inclusive definition of volunteerism

### Inclusive understanding of volunteerism

This paper advocates that volunteerism and activism are central to creating peaceful, inclusive, just, and accountable societies, moving away from rigid definitions of volunteerism. Regarding *volunteerism*, we espouse Naidoo's proposition<sup>18</sup> which makes the case for **converging volunteerism and social activism** by recognizing that, although not all activists are volunteers, many of them are, just as many volunteers are activists. Hence, we also consider social activism fostered by volunteers. We invite readers to consider using this adaptive framework, focusing on all types of (unpaid) civic engagement and thinking more broadly about daily voluntary actions taken by people of all ages and identities. Everyone must be included in the design, implementation, evaluation and learning process.

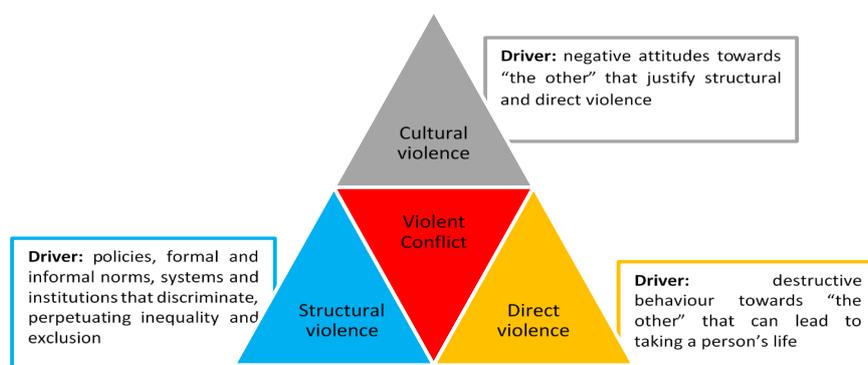
### Holistic and transformative understanding of peace

We acknowledge that, on the one hand, peace can be understood as the containment of violence and criminal behaviour, which puts the focus on securitizing social life (policing, militarization, etc.), i.e., negative peace. On the other, peace can be understood as the transformation of the root causes of violent conflict and insecurity to create sustainable conditions for peaceful societies; i.e. positive peace. This second approach endorses a more holistic perspective focused on tackling the drivers of tensions, insecurity and violence by addressing issues such as exclusion, injustice, discrimination, poverty and inequality.

Considering this, the paper stand by the concept of **"positive peace"**, meaning the transformation of the root causes of violent conflict and insecurity to create sustainable conditions for peaceful societies.<sup>19</sup> We consider that when the UN member states declared the **SDGs to be indivisible**, they were, in fact, endorsing the concept of "positive peace": only if the world can overcome the complex global challenges that span all of the goals will we achieve sustainable peace and development for all.<sup>20,21</sup>

Galtung's ABC triangle of the root causes of conflict<sup>22</sup> presents three interrelated types of violence with key drivers which interact to lead to violent conflict. These are important factors for building a holistic understanding of the myriad of ways volunteering contributes and can contribute to peace.

**Figure 1. Types of violence and correspondent drivers that lead violent conflict**



Positive peace would come about by facilitating change processes aimed at transforming these types of violence, tackling the drivers behind them. For peace to be sustained over time, work needs to be done

across all types of violence, moving from structural violence to structural justice, from cultural violence to cultural understanding and from direct violence to no conflict.

Therefore, the adaptive framework proposes volunteering initiatives to plan, implement, evaluate and learn on impacts by considering a structure linking, identifying and reflecting on a holistic understanding of peace. In all, the adaptive framework’s structure is composed of six interlinked elements:

1. Types of Violence
2. Drivers of that Violence
3. Dimensions of change that will lead to positive peace
4. Issues that are potentially addressed by volunteering initiatives
5. The SDG16+ targets
6. Correspondent SDG16+ indicators

### Connecting positive peace dimensions of change with SDG16+

#### Box 1. SDG 16+ Targets

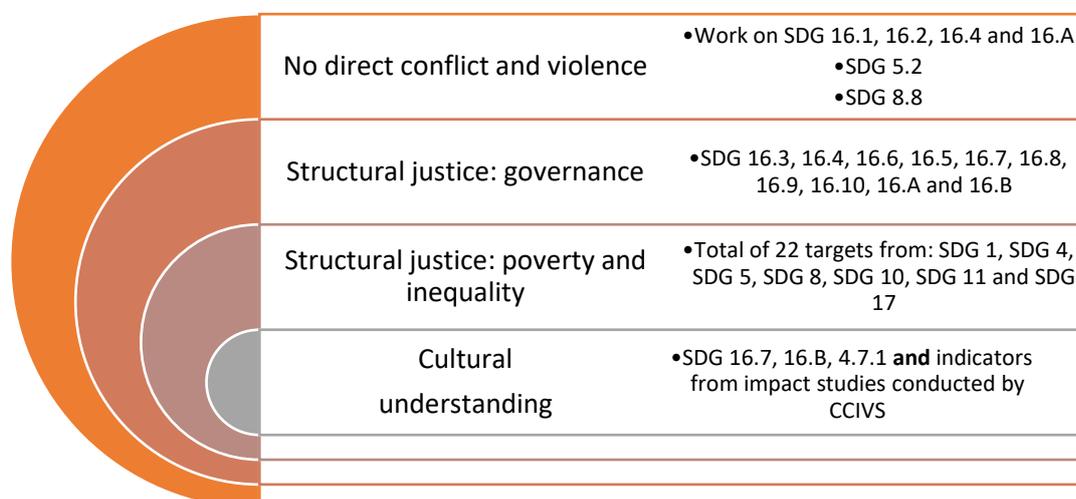
**SDG16+** integrates targets from:

- SDG 16: Peace, justice and accountability
- SDG 1: End poverty
- SDG 4: Inclusive and equitable education
- SDG 5: Gender equality
- SDG 8: Economic growth
- SDG 10: Reduce inequality
- SDG 11: Safe and sustainable cities
- SDG 17: Global partnerships

The **adaptive framework integrates all the SDG16+ targets and indicators**, as opposed to solely those for SDG 16, reflecting a more comprehensive understanding of the “peace and development nexus”. Thus, providing a framework for working with a more inclusive understanding of rights, but also a fair understanding of responsibilities, paving the way to working with a truly global,<sup>23</sup> multi-stakeholder and multi-sectoral approach to sustaining peace.

Considering the above, the framework’s structure associates the SDG16+ targets and indicators with the three dimensions of change for positive peace, while presenting issues that volunteering initiatives are likely to be tackling for building just, accountable, and peaceful communities. As mentioned above, both SDG 16 and SDG16+ do not include substantive indicators related with cultural understanding. Therefore, for this dimension of change we integrated indicators proved useful in CCVIS’s impact studies (see more Box 2). The figure below summarizes the structure:

**Figure 2.** Connecting the Positive Peace dimensions of change to SDG16+



[Click here for full framework with Annex I](#) which presents the full detailed structure

## Examples of volunteering initiatives against the holistic peace framework

Below we present some transformative and innovative initiatives that currently are supporting more peaceful, just, inclusive, and accountable societies. An initial mapping of various volunteering initiatives mapped out<sup>24</sup> against the adaptive framework' structure can be found in the **Matrix, Annex II** of the full version of this paper [here](#). This matrix is offered to support volunteering endeavours to fully charter how they are working to promote a holistic understanding of peace

CCIVS's members across the world, and the research they conducted, clearly identify how volunteering enhances the personal, interpersonal and relational aspects that enable understanding and cooperation between multiple "others".

### Box 1. Example 1: International workcamps (South-South, South-North, North-South)<sup>25</sup>

CCIVS together with its 181 members working across the globe conducted comparative ex-ante and ex-post surveys to measure how volunteering experiences promote a positive transformation of preconceptions and negative ideas about other cultures and social groups, while enhancing skills towards improving personal, interpersonal and community dimensions. Indicators measured in the study:

- **Personal level:** self-awareness, confidence, autonomy, motivation
- **Interpersonal skills:** communication, problem-solving, teamwork, adaptation, conflict management
- **Community dimension:** intercultural awareness, social inclusion and integration, and active participation.

These indicators are included in the adaptive framework. The matrix initially also assesses how CCIVS's members' projects are also contributing to the achievement of several SDG16+ targets ([see matrix](#))

Further, today, academics and practitioners alike<sup>26</sup> continue to search for ways to document the multiple ways that volunteers and activists can make a difference in improving service provision, creating more participation in decision-making at multiple levels, holding the powerful to account.

### Box 3: Example 2. Integration of social accountability into volunteerism programming

**Voluntary Services Overseas (VSO)**<sup>27</sup> has integrated social accountability, alongside gender, inclusion and resilience, as a core approach to all volunteering programmes. This is central to achieving sustained change across all dimensions laid out in its Volunteer for Development strategy: individual, family/community, policy and structural. For example, in Kenya, youth task forces have used social accountability tools and activism to hold those responsible for poor service provision accountable. Volunteers' actions have gone further by unveiling corrupt dynamics, and inspiring other young people to join their efforts. VSO staff, and national and international volunteers, have helped build youth capacity on power analysis, campaigning, using tools in context-appropriate and inclusive ways, risk analysis and mitigation, etc.

This way of working is strengthening young people's capacities, to move from a context of structural violence against youth to one of structural justice.

Moving away from "assistencialist" and charitable approaches, volunteers in social movements from grassroots to global levels have taken the approach of demanding an end to structural discrimination and poverty by tackling multiple inequalities. These contributions are now being increasingly studied<sup>28</sup> and, as seen in Box 4, the ways in which some volunteering initiatives are building structural justice address the personal, social and economic factors keeping people at the margins.

#### Box 4: Example 3. Global volunteer corps fighting extreme poverty alongside people living in poverty

The International Movement All Together in Dignity (ATD Fourth World)<sup>29</sup> prioritizes working alongside the poorest people, both in the Global North and South. It brings together members of an international volunteer corps, activists with first-hand experience of poverty, and multiple allies to develop initiatives that promote advocacy, and skills for professional development.

The movement's approach to structural change starts at the individual level but connects to multiple spheres of action to attain structural change. Through People's University sessions, street libraries and its participatory research approach Merging of Knowledge©, volunteers support the progressive growth of people's sense of self-worth and dignity, and their capacity to join others to drive change. Volunteers also promote alternative work experiences that develop strong ties and solidarity, in addition to generating income for those in extreme poverty.

Given the limitations of this paper, we can only highlight how volunteers and activists have made some achievements in ending direct violence, particularly through campaigning (Case example 4).

#### Box 5: Example 4. Global campaign and volunteerism on the abolition of the death penalty

For 40 years, Amnesty has been campaigning to abolish the death penalty around the world through monitoring data, publishing reports, strengthening national and international standards against its use, and applying pressure in cases of imminent execution. Amnesty's work on this issue is bolstered by its incredible activists, who take it upon themselves to campaign against the death penalty in their own countries. A notable example is that of [Souleymane Sow](#), who has been volunteering with Amnesty International since he was a student in France, when he returned to his country of origin, Guinea, he set up a local group of volunteers with the aim of promoting the importance of human rights, educating people on these issues, and abolishing the death penalty. With the help of other NGOs, they finally achieved their goal in 2019.

When Amnesty started its work in 1977, only 16 countries had totally abolished the death penalty. Today, that number has risen to 106 – more than half the world's countries.

We would like to invite volunteers and organizations to reflect on how their long-term impact might be somehow associated with preventing and ending direct violence. This depends very much on the dynamics and objectives of each endeavor.

Having introduced the adaptive framework structure and some examples of pertinent volunteerism initiatives aligned to its structure, the next paragraphs provide the other two important elements of the adaptive framework:

- a. **The adaptive framework guiding principles** to inspire transformative practice,
- b. **An adaptive approach** to planning, gathering evidence and learning; considering key guiding questions also linked to SDG16+.

## A principled approach to promote voice, bottom-up participation and inclusivity

The adaptive framework approach is interviewed to PAR a democratic and participative approach to knowledge and evidence co-creation; it involves co-creating knowledge with – rather than about – people.<sup>30</sup> More precisely, the adaptive framework is therefore aligned with the vision of the **Latin American school of PAR**<sup>31</sup> and its principles (see Box 6). PAR emphasizes that the politics of generating

evidence are linked to liberation from oppression, as people identify the structural issues that have kept them marginalized, becoming conscious of their own power to change them.<sup>32</sup>

#### Box 6. Principles of Participatory Action Research (PAR)

##### Epistemological

- Participants are central to decision-making in social change and research processes; they are subjects and not only objects of research.
- Everyone's viewpoints count but the views of those most affected by the problem are at the centre due to their deeper understanding.

##### Political

- The purpose of the research is to transform reality in a way that benefits those citizens who are most affected by a problem.
- Ownership of the process allows civic engagement and democracy to be strengthened.

##### Methodological

- Based on methods that allow for meaningful participation and take the understanding and questioning of power structures as a starting point.

Source: Authors using information from Sirvent and Regal (2012)

As well, the adaptive framework endorses the principles set in the 2030 Agenda and the UN Sustaining Peace twin resolutions. These principles are:

- National and local ownership: importance of “proximity”, participation, and demand-driven nature of programming
- Inclusivity and leaving no-one-behind: all segments of society must be listened to, including women and girls, youth, indigenous peoples, and multiple marginalized groups
- Peace and development are both a process as well as goal: Peace is preventing the outbreak, escalation, continuation, and recurrence of conflict.

Volunteering initiatives working with a principled approach might trigger a process of change that can be inclusive, democratic, and highly political, rather than only aimed at efficiency and better performance. Also, a principled approach to designing and learning from volunteering initiatives allows us to ensure “conflict sensitivity”,<sup>33</sup> essential for conflict prevention and sound crisis management. In brief, conflict sensitivity calls for:

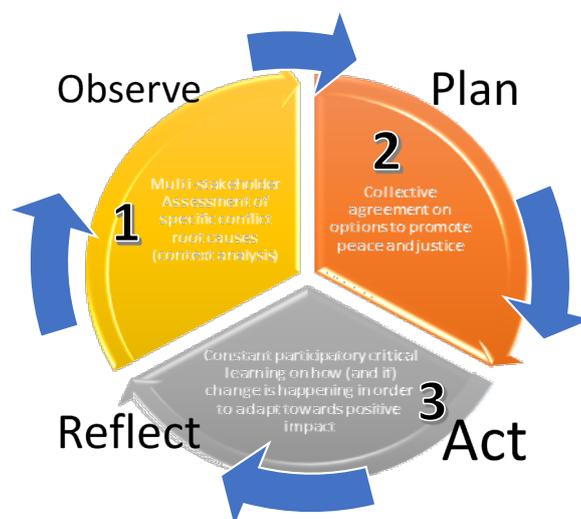
- constant assessment of unique contextual “power and politics” dynamics that explain violent conflict, in order not to reinforce unfair dynamics or grievances that drive that conflict,
- careful consideration of the structural and historical asymmetries that need to be addressed to resolve ingrained grievances driving violent conflict.

This allows volunteering initiatives to be alert to conflict and peace dynamics based on the realities of those most affected in the ground, rather than being top-down.<sup>34</sup>

## An adaptive approach

The adaptive framework proposes volunteering initiatives to facilitate three stages of planning; implementation; and reflection and learning to support locally owned joint-analysis processes (see figure 2), while being conflict-sensitive.

Figure 2. The PAR Cycle and stages for implementing the adaptive framework



Importantly, the adaptiveness proposed by the PAR cycle endorsed by the framework can facilitate storytelling, empathetic listening and collective analysis and action, making “victims” the “authors” of new stories of change<sup>35</sup>. Thus, it promotes the invisible but vital act of nurturing “a new political we”.<sup>36</sup>

Also, a principled and adaptive approach, facilitates something of great relevance in conflict and crisis contexts: as people share stories and perspectives, it might support healing and a restoration of trust, increasing the chances of social cohesion by embracing a common history of pain, suffering and fear. In all, the adaptive framework proposes the co-creation of knowledge and evidence as an inclusive, political, and transformative process that can itself be an opportunity for volunteers to take steps towards peace.

## Using the framework to capture contributions of volunteerism to sustainable peace

---

This “*how-to*” is about supporting a dynamic process for reflecting and documenting perspectives on several key guiding questions. Volunteering initiatives can use these questions to prompt collective, empowering analysis with the aim of fully understanding whether and how volunteers and activists are creating more peaceful, just and accountable societies. The guiding questions are linked to the adaptive framework, including the SDG 16+ targets.

---

### **STAGE 1. Observe: Multi-stakeholder assessment of the root causes of conflict**

---

This first stage is about facilitating multi-stakeholder spaces to discuss, identify and understand the complex and interrelated root causes of tensions, instability, and structural and direct violence, while assessing what different groups and powerholders are doing (or not) in order to sustain peace. In this

stage we propose reflecting on **two types of guiding questions**: process guiding questions and issue questions.

## 1) PROCESS GUIDING QUESTIONS

These guiding questions help assess if volunteering initiatives are, in fact, inclusive and accountable endeavors, deliberately promoting peace from volunteer initiatives' internal working standards; particularly important because peace is both a journey and a destination. They are built on the understanding that a few SDG16+ targets could also work well as **process indicators**.<sup>37 38</sup>

SDG16+ Target	Key actors	Guiding questions
<b>SDG 16.7</b> Ensure responsive, inclusive, participatory, and representative decision-making at all levels	<b>Partnerships</b> <sup>39</sup> (including governments)	<ul style="list-style-type: none"> <li>▪ Are volunteering initiatives' partners responding to citizens' rights and demands?</li> <li>▪ Are volunteering initiatives' partners involved in violent conflict or endorsing violence directly or indirectly?</li> </ul>
	<b>Volunteers</b> (including community volunteers)	<ul style="list-style-type: none"> <li>▪ Are all volunteers involved in mapping out conflict dynamics?</li> <li>▪ Are volunteering initiatives responsive when volunteers witness or suffer abuse or other types of violence?</li> </ul>
	<b>Citizens</b>	<ul style="list-style-type: none"> <li>▪ Are volunteering initiatives proactively listening to citizens in order to establish priorities with them?</li> </ul>
<b>SDG 16.8</b> Broaden the participation of developing countries in the institutions of global governance	<b>Global South partners</b>	<ul style="list-style-type: none"> <li>▪ Do Global South volunteering initiatives have space and resources to shape the volunteerism agenda?</li> </ul>
	<b>Global South volunteers</b>	<ul style="list-style-type: none"> <li>▪ Are Global South volunteers actively participating in volunteering endeavours?</li> </ul>
<b>SDG 5.1</b> End all forms of discrimination against women and girls	<b>Women and girls</b>	<ul style="list-style-type: none"> <li>▪ Are women and girls actively involved in voicing their challenges and ideas when volunteering initiatives are designed, implemented and adapted?</li> </ul>
<b>SDG 10.2</b> Empower and promote the social, economic, and political inclusion of all	<b>People of every age, sex, disability, race, ethnicity, origin, religion or economic or other status</b>	<ul style="list-style-type: none"> <li>▪ Are volunteering initiatives proactively listening to citizens of every age, gender, ability, race, ethnicity, origin, religion, and economic status in order to understand local challenges, and to establish priorities with them?</li> </ul>

**NOTE:** The full version of this [paper available here](#) presents other key insights for reflection helpful to undertake this exercise.

## 2) ISSUES GUIDING QUESTIONS

In each context, the drivers of violent conflict will vary. If voluntary organizations work with the transformative lens proposed by this paper, then it is key to look at the diversity of issues playing a part at the cultural, structural and direct violence levels. To support volunteering initiatives undertaking Stage 1, the adaptive framework pre-identifies the list of issues or problems that can be associated with the SDG16+ targets and indicators. This list is not exhaustive or faultless, but rather an initial description

that might be helpful when assessing local challenges. For example, we recognize that many other problems that are currently sparking conflict are not integrated into the SDG16+ framework, including climate change. We therefore invite organizations to go beyond the SDG16+ targets and undertake an honest, in-depth reflection to unveil how challenges related to multiple SDGs are, in fact, generating violence.

Key issues	Guiding questions
<b>Cultural violence</b>	
Lack of knowledge, appreciation and respect for other cultures and social groups; lack of conflict-management skills; individualism and selfishness, etc.	<ul style="list-style-type: none"> <li>▪ Are there challenges at the cultural level generating violence? How do they reinforce each other?</li> <li>▪ Is the volunteering initiative going to try to tackle these issues?</li> </ul>
<b>Structural violence – governance issues</b>	
Corruption; lack of transparency; lack of opportunities to participate in policymaking; etc.	<ul style="list-style-type: none"> <li>▪ Are there issues linked to oppressive governance structures that are causing violence? Is the volunteering initiative going to focus on one or more of these issues?</li> </ul>
<b>Structural violence – socioeconomic issues</b>	
Lack of public spending on social policies; no access to education; poverty; workers’ rights not respected; unemployment; etc.	<ul style="list-style-type: none"> <li>▪ Are there issues linked to oppressive socioeconomic structures that are causing tensions and violence? Is the volunteering initiative going to focus in one or more of these issues?</li> </ul>
<b>Direct violence</b>	
Sexual violence; killings; harassment; human trafficking; terrorism, etc.	<ul style="list-style-type: none"> <li>▪ Are there current expressions of direct violence that are escalating and need an urgent response to prevent a wider outbreak of violence? Is the volunteering initiative going to be able to work at this level?</li> </ul>
<b>Interrelated issues and actors</b>	
Dynamic factors and relations	<ul style="list-style-type: none"> <li>▪ How are various issues, actors and policy processes negatively or positively reinforcing conflict dynamics?</li> <li>▪ How are volunteers perceived and how could their identities/roles generate tension or promote constructive engagement?</li> </ul>

## **STAGE 2. Plan and Act: Collective agreement on the options for promoting peace and justice**

---

This stage is about enabling locally grounded, collective agreements on options and alternatives for action, considering conflict drivers. This means deciding how voluntary efforts will be galvanized to tackle one or several drivers of conflict in order to create lasting peace.

At this point, based on the mapping of the root causes of violent conflict and insecurity (issues above) facilitators of volunteerism initiatives will aim to prioritize a set of strategic objectives on which to focus. That prioritization will depend on multiple factors, including citizens’ demands but also organizational capabilities, resources and opportunities for entry points to help sustain peace.

The [framework and matrix show](#) that the programmatic focus of voluntary initiatives promoting the achievement of SDG 16+ could significantly vary. For example, initiatives can focus peace education, support to women and people with disabilities. Any of these issues could be promoting conflict prevention if both have set this as an outcome as per each context. The idea is to use the framework to develop a theory of change and action, mapping out what outcomes each volunteerism initiative is or will be working towards.

## STAGE 3. Reflect: Iterative reflection on whether (and how) change is happening

This stage is about facilitating the collective identification of emerging positive change, as well as failures and setbacks, in order to adapt to context dynamics, with the aim of increasing the chances of voluntary actions contributing to positive peace. This stage aims to support mutual learning and accountability.

**The process guiding questions presented in Stage 1, remain relevant for Stage 3.** Similarly, it is vital to put the right structures and incentives in place to allow for open reflection, constructive criticism and flexibility to change direction if need be. Otherwise, there is a risk that opening spaces for joint learning will just become tokenistic exercises.

### 3) LEARNING GUIDING QUESTIONS

For reasons of brevity, we will only summarize here the broad questions relevant to share when conducting learning and reflection with various stakeholders.

SDG16+ targets	Guiding questions <sup>40</sup>
SDG 16.7 SDG 16.8 SDG 5.1 SDG 10.2	<ul style="list-style-type: none"><li>Are voluntary initiatives learning from practice by listening to stories of diverse participants and community members?</li><li>Are voluntary initiatives enabling empowering story-telling spaces to reflect collectively?</li><li>Are voluntary organizations supporting participatory data-collection (both quantitative and qualitative)?</li><li>Are voluntary initiatives sharing results and findings with the general public and policymakers to ensure mutual accountability?</li></ul>

This three-stage process invites all actors engaged in voluntary initiatives to critically assess whether and how they promote a culture of peace and inclusive development by responding to citizens' demands, **ensuring demand-driven programming**. In doing so, these initiatives will be achieving the 2030 Agenda vision in practice, including the "leave no-one behind" principle, throughout the design, implementation, and learning and evaluation of volunteering initiatives.

## CELEBRATE!

Finally, our experiences of supporting volunteering and activist initiatives worldwide confirms that: "volunteering and volunteer opportunities are unlikely to inspire or sustain active citizenship unless people see that volunteering has an impact"<sup>41</sup> Particularly for a young person, volunteering can be a transformational life experience, enabling them to develop a professional and personal path in which the common good is no longer perceived as an "externality" to be managed by someone else. Valuing volunteers' achievements, and learning from their failures, is therefore also an opportunity to celebrate with the objective of nurturing active citizens, who are conscious of how their actions and decisions have an impact in the world. With our adaptive framework, we invite volunteering organizations to also to celebrate and reinforce the vision of a more dignified citizenship.

### Conclusion and next steps

This paper presented a shorter version of an original adaptive framework to identify, value and celebrate the contribution of volunteerism in achieving more peaceful, just and accountable societies.

This is an original piece of work devised as part of the UNV Innovation Challenge following a reflective and analytical process. However, this adaptive framework has not been piloted or tested in an in-depth, consultative way involving diverse volunteers, activists and voluntary organizations. As such, this paper is just the first step in a process that will, hopefully, involve dialogue with movements, governmental and non-governmental organizations, multilaterals, and UN agencies that are willing to explore how best to apply a principled participatory approach to research, with the aim of thoroughly and systematically evaluating the contribution that volunteers make to peace and development. The time is right to recognize volunteerism and activism as powerful enablers of Agenda 2030 and SDG16+. Our team expects to begin a process of dialogue and connect with all those who, like us, believe that volunteerism is much more than performing technical tasks and donating time.

---

\* We are thankful with the United Nations Volunteers team and review task force for their time and the opportunity to produce this original adaptive framework and paper. We are especially grateful to Jo Howard, Leader, Participation Inclusion and Social Change cluster at the Institute of Development Studies (IDS) for her time to carefully read the first draft of this paper, providing her insightful comments as our chosen peer-reviewer. Finally, we would like to appreciate CCIVS team for their openness to share research findings and insights from practice demonstrating true interest to deepen the sector's reflections on the need to learn and document how volunteerism is enabling positive peace.

## NOTES

<sup>1</sup> Integrating volunteering into peace and development: the plan of action for the next decade and beyond; available online: <https://www.unv.org/sites/default/files/POA%20INFONOTE%20V7pdf.pdf>

<sup>2</sup> Resolution 70/129 adopted by the General Assembly on 17 December 2015 [on the report of the Third Committee (A/70/481)] *Integrating volunteering into peace and development: the plan of action for the next decade and beyond*.

<sup>3</sup> Stakeholders mentioned in HLPF Res 67/290: i) private philanthropic organizations/foundations; ii) educational and academic entities; iii) persons with disabilities; iv) volunteer groups. Accessed on 23-04-20: [https://sustainabledevelopment.un.org/content/documents/21252TOR\\_FINAL\\_approved\\_1\\_March\\_2018.pdf](https://sustainabledevelopment.un.org/content/documents/21252TOR_FINAL_approved_1_March_2018.pdf).

<sup>4</sup> Haddock and Devereux 2015.

<sup>5</sup> Ibid

<sup>6</sup> Lough, Allum, Devereux and Tiessen, 2018.

<sup>7</sup> Lough and Matthew 2014

<sup>8</sup> Wallace 2015.

<sup>9</sup> VeneKlasen and Miller (2002) outlined several ways of looking at power as a positive rather than a negative force. These positive expressions of power can be recognized and supported significantly by grassroots movements and activism:

- **Power within:** a sense of confidence, dignity and self-esteem that comes from gaining awareness of your situation and the possibility of doing something about it.
- **Power to:** is about being able to act. It begins with awareness and can grow into taking action, developing skills and capacities, and realizing that you can effect change.
- **Power with:** describes collective action; including both the psychological and political power that comes from being united.

<sup>10</sup> Burns et.al. 2015.

<sup>11</sup> Burns and Howard 2015.

<sup>12</sup> Lough and Matthew 2014.

<sup>13</sup> Howard et.al. 2017

<sup>14</sup> Haddock and Devereux 2015

<sup>15</sup> UN SG, 2015.

<sup>16</sup> Haddock et.al. 2018.

- 
- <sup>17</sup> Burns et.al. 2015; Thiessen et.al 2018; Howard et.al. 2016; Lough and UNV 2018.
- <sup>18</sup> Naidoo 2007.
- <sup>19</sup> Galtung 1969.
- <sup>20</sup> This shift in the way peace is conceptualized has translated into certain shifts in UN peacebuilding support. Between 2015 and 2018, the Peacebuilding Fund contributed 83 % of its total budget to the SDGs. Investment went beyond SDG 16 and covered different aspects of peaceful, just and inclusive societies that are included across several SDGs, showing that this investment is complementary and furthers other development efforts (UN, 2019): <https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/1907427-e-pbf-investments-in-sdgs-web.pdf>.
- <sup>21</sup> This shift in the way peace is conceptualized has translated into certain shifts in UN peacebuilding support. For example, between 2015 and 2018, the Peacebuilding Fund contributed 83 per cent of its total budget to the SDGs. Investment went beyond SDG 16 and covered different aspects of peaceful, just and inclusive societies that are included across several SDGs, showing that this investment is complementary and furthers other development efforts (UN, 2019): <https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/1907427-e-pbf-investments-in-sdgs-web.pdf>.
- <sup>22</sup> Galtung 1969
- <sup>23</sup> For a deeper understanding of this idea, see: *For a truly global peace agenda in a multipolar world*, Cecilia Milesi, Asia Global Institute Online Journal, October 2019: <http://bit.ly/32sm37o>.
- <sup>24</sup> The selection of case examples presented in this section is not fortuitous. We the authors have been professionally engaged with the programmes or the organisations in different capacities as researchers, evaluators, consultants, expert advisors or allies. This has allowed us to recognize these efforts, although not without acknowledging that no volunteering initiative is faultless.
- <sup>25</sup> CCIVS and many of its member organizations have International Solidarity Funds and mechanisms to balance the flows of volunteers and support the reciprocity of the exchanges, also promoting voluntary South-South and South-North exchanges.
- <sup>26</sup> Soomro and Shukui 2016; Musso, Young and Thom (2019); Ethicore and World Vision UK (no year); and Milesi, Howard and Lopez Franco (2020, unpublished)
- <sup>27</sup> For more about VSO's core approaches to Volunteering for Development programme, see: <https://www.vsointernational.org/our-work/volunteering-for-development-programme>.
- <sup>28</sup> Tiessen et. al 2018; Tiessen and Delaney 2018.
- <sup>29</sup> Van Breen, Tardieu and Letellier 2020.
- <sup>30</sup> Bradbury 2015.
- <sup>31</sup> Freire 1970; Fals Borda 1979.
- <sup>32</sup> Apgar et.al. 2016.
- <sup>33</sup> See Wheeler (2012) for sensitivity to conflict dynamics when conducting participatory action research in highly unstable spaces and blog with info and resources for conflict sensitive programming at: <https://conflictsensitivity.org/conflict-sensitivity/what-is-conflict-sensitivity/>
- <sup>34</sup> Ropers and Giessman 2011.
- <sup>35</sup> Anjarwati 2014; and Wheeler et.al. 2018.
- <sup>36</sup> See the concept of "new political we" in Arendt 1998.
- <sup>37</sup> Process indicators describe the important processes that contribute to the achievement of outcomes.
- <sup>38</sup> We recognize that partners, volunteers and citizens are not the only three main actors typically involved in volunteering initiatives. However, we have simplified this for the purposes of this paper.
- <sup>39</sup> Recent papers (Devereux and Learmonth, 2017; and Peace Direct, 2019) have raised the centrality of partnerships in volunteerism outcomes.
- <sup>40</sup> It's important to assess voluntary initiatives experience in documenting stories of change; thinking how to involve Southern academic institutions and professionals. Participatory learning exercises are not only about qualitative methods ; they can be used to ensure quantitative data is collected too. The challenge is how, not what (Oosterhoff et.al. 2019)
- <sup>41</sup> Burns et.al. 2015

## REFERENCES

Apgar, J.M., Mustonen, T., Lovera, S., Lovera, M. (2016). Moving Beyond Co-Construction of Knowledge to Enable Self-Determination. *IDS Bulletin*. 47(6): 55–72.

Arendt, H., (1998) "The human condition", first edition, University of Chicago Press, United States.

---

Anjarwati, E., (2014), Peace Education through Storytelling: Social Conflict: Reconciliation and Intercultural Dialogue Among Children in Southern Thailand, Conference paper presented at the International Conference on Children and Youth Affected by Armed Conflict: Where to go from here? Kampala, Uganda

Bradbury, H. (2015). Introduction to the Handbook of Action Research. In Hillary Bradbury (ed.) Handbook of Action Research. 3e. Sage Publications. Available online: [https://actionresearchplus.com/wp-content/uploads/2015/01/HB\\_Introduction\\_final.pdf](https://actionresearchplus.com/wp-content/uploads/2015/01/HB_Introduction_final.pdf)

Burns, D., Aked, J., Hacker, E., Lewis, S., Picken, A. and Turner, K. (2015). Valuing Volunteering: The contribution of volunteering to sustainable development. Kingston upon Thames and Brighton: VSO and Institute of Development Studies, University of Sussex.

Burns, D. and Howard, J. (2015) 'Introduction: What is the Unique Contribution of Volunteering to International Development?' in IDS Bulletin 46(5): 1-4

Cortez Ruiz, C. (2014) Investigacion y Accion Social: Formas de trabajo, experiencias y reflexiones. Mexico City: UAM Xochimilco.

Devereux, P. and Learmonth, B. (2017) Implementation of the SDGs through transformative partnership in volunteering. IVCO Framing Paper

Ethicore and World Vision UK (No year) Innovation Case Studies in Social Accountability: [https://assets.worldvision.org.uk/files/4014/9865/4701/Case\\_Studies\\_of\\_Innovative\\_Social\\_Accountability\\_programmes\\_\\_WVUK\\_Feb.2017.pdf](https://assets.worldvision.org.uk/files/4014/9865/4701/Case_Studies_of_Innovative_Social_Accountability_programmes__WVUK_Feb.2017.pdf)

Fals Borda, O. (1979, 2nd ed.) El problema de cómo investigar la realidad para transformarla por la praxis. Bogotá, Colombia: Tercer Mundo

Firchow, P. (2018) Reclaiming Everyday Peace: Local Voices in Measurement and Evaluation After War. Cambridge, UK: Cambridge University Press

Freire, P. (1970) Pedagogy of the Oppressed. New York: Bloomsbury.

Galtung, J. (1969), Violence, Peace and Peace Research" by Johan Galtung, International Peace Research Institute, pp. 161 – 190, Journal of Peace Research.

Galtung, J., (1990), "Cultural Violence", Johan Galtung, Journal of Peace Research, vol. 27. no. 3. pp. 291-305.

Hacker E., Picken A., Lewis S. (2017). Perceptions of Volunteering and their Effect on Sustainable Development and Poverty Alleviation in Mozambique, Nepal and Kenya. In: Butcher J., Einolf C. (eds) Perspectives on Volunteering. Nonprofit and Civil Society Studies.

Haddock, M. and Devereux, P. (2015). Documenting the Contribution of Volunteering to the SDGs. Forum Discussion Paper

Haddock, M., Sokolowski, S.W., Salamon, L.M. (2018). Measuring Direct Volunteering: Current and Future Prospects. Paper Submitted to the 13th International Conference of the ISTR

Howard, J., Lopez-Franco, E. and Wheeler, J. (2017). Participatory Monitoring and Accountability and the Sustainable Development Goals: A Learning Report of the Participate Network. Brighton: IDS

Howard, J., Lopez-Franco, E. and Wheeler, J. (2017). Using knowledge from the margins to meet the SDGs: the real data revolution. Participate Policy Briefing num. 3. Brighton: IDS.

Institute for Economics and Peace (2019). Global Peace Index 2019: Measuring Peace in a Complex World. Sydney: IEP. Available from: <http://visionofhumanity.org/reports>

---

Kabeer, N. (ed) (2005) The search for inclusive citizenship: meanings and expressions in an interconnected world. In *Inclusive Citizenship: meanings and expressions*. London, UK: Zed Books.

Lough, B. and Matthew, L. (2014) *International Volunteering and Governance*, London and Bonn: FORUM and UNV.

Lough, B. and Mwathi, M. (2014), *Volunteerism for peace in East Africa, Working Paper*, Center for Social Development, University of Illinois, Urbana-Champaign, Volunteer and Service Enquiry Southern Africa (VOSESA), University of Witwatersrand

Lough, B. with Carroll, M., Bannister, T. and Borromeo, K. (2018) *State of the World's Volunteerism Report: The thread that binds*. Bonn, Germany: United Nations Volunteers

Milesi, C., Howard, J. and Lopez Franco, E. (2020, unpublished) *Scoping study on the role of volunteers in Social Accountability*, Institute of Development Studies (IDS) and Voluntary Service Overseas (VSO)

Musso, J.; Young, M. & Thom, M. (2019). 'Volunteerism as co-production in public service management: application to public safety in California', *Public Management Review*, 21:4, 473-494.

Naidoo, Kumi (2007). *Closing the gap between volunteering and social activism*, October 8. Available at: <http://www.worldvolunteerweb.org/news-views/viewpoints/doc/closingthe-gap-between.html>

O'Brien, J. (2020). "The future of volunteerism in the coronavirus era": <https://www.devex.com/news/opinion-the-futureof-volunteering-in-the-coronavirus-era-97194>

Oosterhoff, P.; Bharadwaj, S.; Chandrasekharan, A.; Shah, P.; Nanda, R.B.; Burns, D. and Saha, A. (2019). *Participatory Statistics to Measure Prevalence in Bonded Labour Hotspots in Uttar Pradesh and Bihar: Findings of the Base and Endline Study*. Brighton: IDS

Peace Direct (2019). *Towards locally-led peacebuilding series: Partnership Approaches*. London, UK: Peace Direct. Available online: <https://www.peacedirect.org/wp-content/uploads/2020/03/PD-Policy-Positionv9-1.pdf>

Plan of Action to Integrate Volunteering into the 2030 Agenda, Information Note #1. Available online: [https://www.unv.org/sites/default/files/POA\\_per\\_cent20INFONOTE\\_per\\_cent20V7pdf.pdf](https://www.unv.org/sites/default/files/POA_per_cent20INFONOTE_per_cent20V7pdf.pdf)

Ropers, N., Giessman, H. and Körppen, D. eds. (2011), *The Non-Linearity of Peace Processes: Theory and Practice of Systemic Conflict Transformation*, Verlag Barbara Budrich Publishing

Simpson, K. (2004) "'Doing Development": The Gap Year, Volunteer-tourists and a Popular Practice of Development'. In *Journal of International Development* 16: 681–92.

Sirvent, M.T. and Regal, L. (2012). *Investigación Acción Participativa: Un desafío de nuestros tiempos para la construcción de una sociedad democrática*. Ecuador: Proyecto Paramo Andino, FLACSO Andes

Soomro, K. and Shukui, T. (2016). 'Participatory Governance through Youth Volunteerism in the Public Sector of Pakistan' in *Journal of Public Administration and Governance*.

Tiessen, R., Lough, B. and Grantham, K.(eds) (2018) *Insights on International Volunteering: Perspectives from the Global South*. *Voluntaris, Journal of Volunteer Services*. Special Issue.

Tiessen, R. and Delaney, J. (2018) *Inclusive Development Practice for Women*. IVCO Theme Paper.

United Nations Volunteers (UNV), (2014), *Annual Report: Inspiration in Volunteer in Action*. Available online: <https://www.unv.org/Publications/UNV-Annual-Report-2014-Inspiration-Volunteer-Action>

---

**Sustaining Peace Twin Resolutions:**

United Nations Security Council Resolution S/RES/2282 (2016), Adopted by the Security Council on 27 April 2016. Available online: [https://undocs.org/S/RES/2282\(2016\)](https://undocs.org/S/RES/2282(2016))

United Nations General Assembly Resolution A/RES/70/262, Adopted by the General Assembly on 27 April 2016. Available online: [https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A\\_RES\\_70\\_262.pdf](https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_70_262.pdf)

UN General Assembly Resolution “Integrating volunteering in peace and development: The Plan of Action for the next decade and beyond” (A/RES/70/129)

UN General Assembly Resolution adopted “Recommendations on support for volunteering Recommendations on support for volunteering”, [without reference to a Main Committee (A/56/L.27 and Add.1)] 56/38.

Wallace, T. (2015), United Nations Volunteers State of the Worlds’ Volunteerism Report: Transforming Governance (SWVR 2015). Available online: <https://www.unv.org/swvr/governance>

Van Breen, H., Tardieu, G., Letellier, H. (2020) International Report 2019: Ending poverty in all its forms. Pierrelaye France: International Movement ATD Fourth World

VeneKlasen, L. and Miller, V. (2002) A New Weave of Power, People and Politics: The action guide for advocacy and citizen participation. World Neighbors

Vernon, P. (2019). Local Peacebuilding: What works and why. London: Peace Direct and Alliance for Peacebuilding.

Wheeler, J. (2012). Guns, Silences, and Change: Using Action Research in Contexts of Violence. IDS Bulletin 43(3): 45-58.

Wheeler J., Shahrokh T., Derakhshani N. (2018). Transformative Storywork: Creative Pathways for Social Change. In: Servaes J. (ed) Handbook of Communication for Development and Social Change. Singapore: Springer.