



Future Leadership: The Role of Youth Volunteers

VOLUNTEERING TOGETHER TO ENABLE CHANGE
AND CREATE A BETTER WORLD CONTEXT PAPER

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Volunteering Together to Enable Change and Create a Better World.

The COVID-19 pandemic has emphasised how volunteers as agents of change provide the practical action that builds hope and resilience, improves lives and strengthens communities. The pandemic has resulted in the postponement of the October 2020 IAVE World Volunteer Conference hosted by the Emirates Foundation in Abu Dhabi until the autumn of 2021. However, the conference theme chosen for 2020 of 'volunteering together to enable change and create a better world' has never been more relevant or more real.

As part of the preparations for the conference the Emirates Foundation had agreed to support the writing of seven context papers on the conference sub themes. This project has continued in order to provide for greater consideration of the issues, particularly with relevance to volunteering and COVID-19, and to enable wider dissemination of knowledge that will add value to those supporting and developing volunteering around the world.

The context papers seek to bring forward current thinking and any relevant research, highlighting case studies to demonstrate impact. The papers will be published and available between July and December 2020. In addition, an incredibly special series of online Forums is being organized to enable the sharing of knowledge and discussion of the issues. The papers and the Forums provide information and insight on the following key topics:

- ▶ Volunteerism and Community Resilience – Locally Owned Solutions Delivering Impact
- ▶ Future Leadership – the Role of Youth Volunteers
- ▶ Tolerance and Inclusion – Volunteering Enabling Community Cohesion and Embracing Diversity
- ▶ Volunteering and the Digital World – Extending the Power of Volunteering through New Technologies
- ▶ Corporate Volunteering – Delivering Business Objectives through a Values Focused Mission
- ▶ Measurement and Impact – Providing the Evidence that Volunteering is Good for Society and Good for You
- ▶ Volunteering 2030 – New Paradigms

Defining youth volunteering

Youth volunteering has been defined in the Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations (Smith, et al., 2016) as activities with a positive social benefit done by adolescents between the age of 12 and 22 who volunteer for no monetary reward. However, the term 'youth' is a more fluid category than a fixed age-group (Danida, 2017). For example, the United Nations (UN) defines 'youth' as persons aged between 15 and 24 but in some country contexts, this ranges up to the age of 35. The experience of being young can vary substantially across the world, between countries and regions (UNESCO, 2020). As such, geographical and socio-economic contexts are always an important guide in the definition of youth. Besides contrasting definitions of youth, volunteering has been a key element of community development especially amongst young people, however the context and modes of volunteering are rapidly shifting in the 21st century (IFRC, 2015; UNV, 2018).

Context is rapidly changing

Volunteering is at the heart of how diverse groups of young people are passionately seeking social transformation around them (UNDESA, 2016). Youth are organising themselves, exploring different decision-making models, rejecting hierarchical thinking, and naturally gravitating to collective leadership (Ilkiw, 2010). From Stockholm to the Solomon Islands, millions of young people have taken to the streets ringing alarm bells around issues of concern to them including climate crisis, growing inequality, unemployment, and increasing resource scarcity (UNDESA, 2019). While the protests showcase the youth's frustration in current socio-political systems of managing these issues, they are increasingly bringing young people into the limelight of 'taking action' and several governmental and non-governmental actors are now reinforcing this rhetoric for holistic sustainable development (Scoones, 2016). The UN has declared 2020-2030 as the 'Decade of Action' for the 2030 Agenda and recognises young people as a key group to lead action for its achievement (UN, 2020).

Besides all the progress the world has made, something is not working, and we are failing to solve our development problems. Why is it not working as we want it to? Simply because we cannot solve current and future development challenges by traditional approaches as they are increasingly becoming more complex, dynamic and unpredictable (Lucarelli, 2019). But who sets the new agenda? Rajendra Pachari, Chairman of the Intergovernmental Panel on Climate Change (IPCC) at Conference of the Parties 2009 (COP15) said, "It is the youth of the world who can set the agenda for the future and pursue it with diligence. We must do all we can to empower young people to take action, because the future belongs to them" (Gul, 2019).


It is an important priority to channel the energy, passion, and commitment of young volunteers into leadership roles to sustain and grow the volunteer effort. **Young people themselves need to have a say in what volunteering leadership means to them. This calls for re-conceptualising youth volunteering from the perspective of young people themselves, and moving away from the traditional adult-led, youth-focused approaches.**

Youth volunteering on the rise

Volunteering is often the first experience of civic engagement for young people (Jardim & Marques da Silva, 2008). It is particularly important for countries with younger populations and where rapid social change is leading to migration, loss of traditional structures and unemployment. **Apart from altruism and hope for a better world, young people are driven by a multitude of reasons to volunteer including wanting to gain skills for future employment, to keep busy or for leisure only (Stebbins, 2015). Recently, many young volunteers have been involved in civil protests and demands for change (UNV , 2018).** New forms of volunteering are emerging with expansion of online volunteer platforms and relevant ICT applications including volunteer emergency response to earthquakes in Nepal through social media and a cell phone application “Voluntariado Generación (Volunteer Generation) 2030” in Mexico as a way to encourage social participation and reach the most vulnerable young people (Amichai-Hamburger, 2008; Roberts, 2015; UNGA, 2018) . Micro-volunteering has surfaced as another popular form of volunteering amongst young people as it conforms to quick low-stake engagement as compared to traditional, loyal volunteer work with one or two organisations or groups over a sustained period (Jochum & Paylor, 2013).

Apart from young volunteers themselves, governments around the globe are responding to this growing potential for formal volunteering: for example, by enacting laws to mainstream volunteering in civic engagement, such as in Honduras, Mozambique and Peru; and by developing programmes and schemes to encourage and promote youth volunteering, such as in Togo, Ghana, Bangladesh and Georgia (Haski-Leventhal, et al., 2010). Also, non-state actors (inter-governmental organisations, non-governmental organisations, youth groups, volunteering networks and federations) are increasingly engaging young people from diverse range of geographical and socio-economic groups.

Figure 1 highlights some examples of laws, schemes, and initiatives on youth volunteering from across the world at global, regional, and national levels.



Laws and Policies

- ▶ In Bangladesh, the Youth Welfare Fund Act of 2016 provides youth organizations with financial support for volunteerism.
- ▶ In Tanzania, the National Volunteer Policy directs the Ministry of Labour, Employment, and Youth Development to serve as a coordinating agency for volunteer work.

Global and Regional Schemes

- ▶ The Ministry of Education, Youth and Sport of Cambodia and the Ministry of Youth of Malaysia agreed to facilitate the exchange of volunteers working on education and drinking water, sanitation and hygiene projects.
- ▶ The International Association for National Youth Services is a global network of professionals focusing on national service.
- ▶ In Latin America, in Bolivia, Colombia, Ecuador, Guatemala and Peru, UN Volunteers led 'Youth for the UN Sustainable Development Goals (SDGs)' project engages young volunteers in the implementation and monitoring of the SDGs.
- ▶ In the Asia-Pacific region, 2030 Youth Force network, which has more than 6,000 members supported a survey of young people in Viet Nam about the SDGs to better inform policies and strategies, including volunteering.
- ▶ Ibero-American Youth Volunteerism Programme for Social Transformation and associated "Pact for Youth" facilitate the cross-border participation of Latin American youth in tackling development challenges across the region.

National Schemes

- ▶ The Nehru Yuva Kendra Sangathan national service scheme in India is one of the largest in the world, being present in every district of the 29 Indian states and involving around 11 million young people.
- ▶ In Azerbaijan, the ASAN service launched a website portal to link young people with experienced persons in public and private entities, with 1,000 volunteers finding employment in government entities and private companies.
- ▶ Through the YouthMullah Gender Volunteer Caravans in Afghanistan, young Afghan men and women spread gender-equality messages.
- ▶ In Togo, a national programme for promoting volunteering (PROVONAT) was launched by the government in September 2011 to train young people and engage them as volunteers in public, private and civil society institutions, engaging 4,280 young people.

Non-governmental Initiatives

- ▶ The Talloires Network is a coalition of 379 universities in 77 countries contributing to the global university civic engagement movement.
- ▶ The Serbian national project to integrate Roma youth is preparing United Nations Youth Volunteers for public service employment.

Volunteering is evolving in step with the realities of an increasingly interconnected world that is facing new threats and challenges that transcend borders, such as the global COVID-19 pandemic (UN Volunteers, 2020). From 13 million first responders working with the International Red Cross and Red Crescent Movement to youth-led campaigns like the Sierra Leone Youth Advisory Panel on West Africa Ebola Outbreak (Plan International, 2016), there are examples throughout the world of how young people are usually the first community responders to natural and humanitarian crises. The current COVID-19 pandemic has created another window of opportunity for youth to find and lead the volunteer response in the management of the outbreak and the recovery following it (UNDESA, 2020). In the following case study, young volunteers through the HerStory network are combating online misinformation on COVID-19 in the Arab States.

Case Study HerStory Network Response to COVID-19



COVID-19 like previous pandemics is impacting women disproportionately putting them at higher risk of domestic violence, loss of jobs and increased unpaid care burden (WEF, 2020). Several studies indicate that failing to collect gender-disaggregated data can have a negative impact in the effectiveness of the response and recovery efforts (UN Women, 2020).

To counter this, over 300 volunteers from across the Arab States region through HerStory (a youth-led initiative) are documenting reports of misinformation as well as collecting news concerning the COVID-19 impact on women's livelihoods, women in humanitarian contexts, violence against women and girls during emergencies and the contribution of women supporting emergency response.

HerStory was formed in 2016 to help close the gender knowledge gap on Arabic Wikipedia. This work is done by youth volunteers who produce, edit, and disseminate articles about gender equality and women and girls' rights, experiences, and contributions in Arabic language. With volunteers present in 15 countries across the Arab States region, HerStory has created or translated more than 1,200 Wikipedia pages.

Volunteers are updating Arabic Wikipedia articles about COVID-19 to share simple and accurate information on how to prevent COVID-19 at the local level. Volunteers are also participating in training sessions to advocate on issues of gender equality and COVID-19, to counter fake news and dismantle harmful gender stereotypes in the media. Since volunteers started monitoring media in mid-March, over 600 stories, articles and information pieces from news outlets and social media have been documented. It is expected that this material will be used to inform programme interventions to combat harmful stereotyping of women and men, and to address misinformation around COVID-19 and its impacts on women and girls (UN Women, 2020).

But is it all good?

While the potential of volunteering for youth development cannot be understated, the lens you use to critically reflect can make youth volunteering look very empowering or disempowering for young people. “Volunteering is not inevitably inclusive or egalitarian and can take advantage of people who are vulnerable (often youth, women, poor people and people with disabilities)” (UNV , 2018, p. 42). It can exacerbate existing socio-economic inequalities to push for recreational volunteering or voluntourism for a privileged social class (a form of neo-colonialism) or lead people living in poverty to take up informal local volunteering as a desire to survive, not necessarily driven by ‘free will’ (Vrasti, 2013). This puts in question the traditional western definition of volunteering against complicated realities especially in the global South (Baillie Smith, et al., 2018). In many cultures and contexts, the ‘volunteer’ is stigmatised and has a negative connotation. Young people are often identifying themselves with alternate terms like activist, intern, unpaid employee, etc (Jackson, 2019).

While youth volunteering acts as a springboard for youth-led sustainable development, it requires rethinking in the present global, regional, and national contexts. The power dynamics are rapidly changing questioning current approaches of States engaging young people to transform them into better ‘civilised’ adults or organisations providing young people with work experience to land their first job. **Volunteering is not intrinsically positive or good owing to its nature of ‘doing good’, opening it up to debate around questions like “Who is volunteering for whom? Why are they volunteering? What does everyone get out of it (in terms of the cost/benefit to the individual and the social consequences)?” (UNDESA, 2016).**

As seen in the HerStory case study, young women are claiming more spaces of action in addition to their traditional, domestic caring roles (O’Neil, et al., 2015). A study showed how in crisis situations, certain tasks associated with femininity, e.g. ‘caring’ roles, are usually assigned to female volunteers, while other tasks associated with masculinity, such as being first responders to crises, are often assigned to male volunteers (Cadesky, et al., 2019). Evidence shows that formal volunteering may be more likely to challenge and destabilise traditional gender norms through socialising/ networking, seeking skills and training and collective action for all women including adolescent girls (Cadesky, 2018).

United Nations Security Council Resolution 2250 on the inclusive representation of youth notes that “a lack of leadership opportunities, protections and support for young people leave them open to a wide range of undesirable influences, including antisocial forms of engagement” (UNV , 2018). In increasingly unemployed young populations, youth volunteering can be a negative or forced experience, putting young people in a state of ‘waithood’ or exploitation because of their vulnerability or disadvantage (Carvalho, 2014). **There is a need to acknowledge that young people often do not have much say in how they are engaged or should be engaged in current volunteering practices. Can it change?**

Can it be youth-led instead?

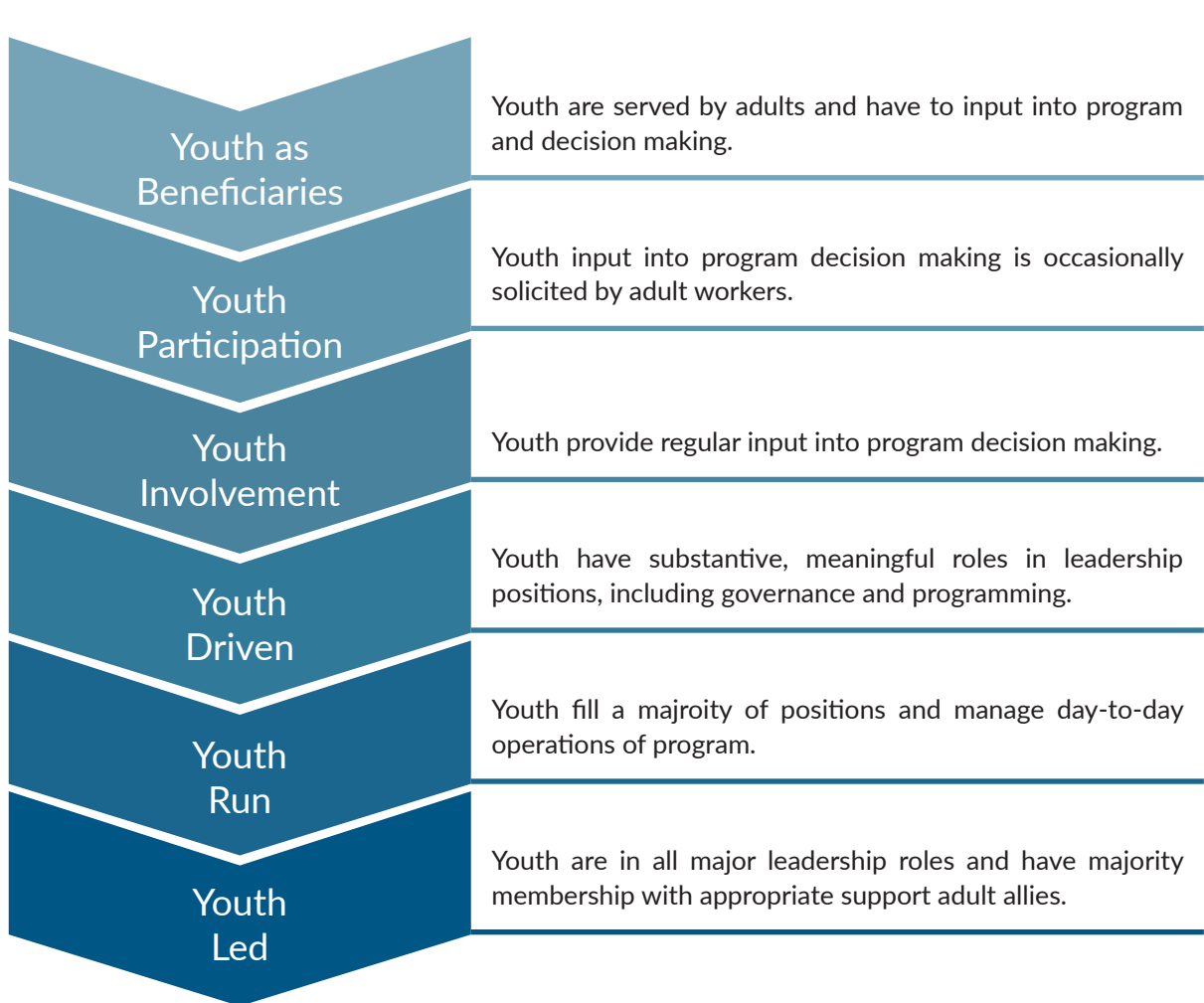
According to CAF (2017) adults volunteer more than young people around the world with only 21% of young people between the ages of 15 and 29 having volunteered in 2016. While the number of young people volunteering is increasing (UNV, 2018), to open it up further to young people, it is important to first understand how youth are 'framed' in our society. Young people are traditionally trapped in the dichotomous paradigm of being simplistically portrayed either 'as a problem that needs to be controlled' or 'as a human resource that needs to be harnessed' (Motcham, 2014).

Only in the last few decades, we have seen a shift in global policy rhetoric from disciplining or keeping in control the 'at risk' young people to empowerment through holistic civic engagement (Jennings, et al., 2006). However, the negative construction of the meaning of youth persists in the traditional youth volunteer engagement models. "Not only does one group (adults) have the power to construct the definition of another group (youth), but they also have the power to act on those definitions, to create structures that reinforce and reconfirm the very beliefs they have constructed" (MacNeil, 2006, pp. 32-33).

Using feminist framework, higher status functions are associated with leadership and often taken up by adults (e.g. youth workers) while the morale functions like service delivery and advocacy are allocated to young volunteers (Goerisch, 2017). This functional reality encourages looking at leadership as a relational process combining ability (knowledge, skills, and talents) with authority (voice, influence, and decision-making power) to positively influence and impact diverse individuals, organisations, and communities (MacNeil, 2006). The adult leadership development literature would suggest that a dual focus on ability (learning) and authority (doing) is critical for successful leadership (Lord & Hall, 2005). By contrast, the youth leadership development literature more often focuses on learning about leadership, but not necessarily on the application of that learning to authentic, meaningful activities.

Youth-led volunteering is the vision that young people help to implement, manage and oversee development in their communities and wider society and play a major role in deciding how resources are allocated (Restless Development, 2016; Kahn, et al., 2009). It is rooted in the belief that young people are valuable assets and resources and that their energies and talents should and can be brought to the table. A great deal of terminology is used in the youth field, and sometimes definitions are blurred or used interchangeably e.g. youth leadership, organising, empowerment, engagement, etc. However, these terms differ in their scope and reach. Tools like Youth Engagement Continuum and Youth Leadership Spectrum have been used by several authors to help think about youth leadership as a continuum with a spectrum of possibilities - something that can develop and change over time rather than as a rigid concept (FCYO, 2000; Heinz Endowments, 2012).

The youth leadership spectrum is shown in Figure 2.



Adapted from Movement Strategy Center, 2015

According to Movement Strategy Center (2015), a youth-led action is one in which the youth constituents decide what gets done and how it gets done. Youth led does not necessarily mean “no adult involvement or role.” Rather, “Youth led” is a specific relationship between youth and adults where adults are supporting youth to gain the skills, information, and capacity to make decisions about the organisations in which they find themselves.

The emergence of a youth-led sector is exciting because young people are organising themselves, exploring different decision-making models, playing with social enterprise notions, rejecting hierarchical thinking, and appear to be naturally gravitating to collective leadership, action, and change (Ilkiw, 2010). United Network of Young Peacebuilders (UNOY) (2017) notes that main strengths

of youth-led volunteering include: effective mobilization of youth and communities; creation of an open organisational structure that is built on trust, shared value and a sense of belonging to a common vision to 'do' something for their communities; development of skills and expertise amongst themselves and their target groups on development issues; access of local knowledge and hard-to-reach youth; attainment of credibility in their communities by implementing important community development work, at times in areas where no other actors exists.

Case Study CIVICUS Youth Action Team



CIVICUS: World Alliance for Citizen Participation is an international alliance of civil society organisations which was established in 1993 dedicated to strengthening citizen action and civil society throughout the world. CIVICUS has two main membership categories open to individuals and organisations: Associate Members (free lifetime standard membership) and Voting Members (paid annual membership with voting rights, for verified civil society organisations or individuals). The CIVICUS Youth Assembly and World Assembly take place every year and are the global gathering for youth and civil society.

CIVICUS is governed by a board of directors, membership advisory group and a youth action team. The CIVICUS Youth Action Team is a group of members who work for youth to be meaningfully represented and engaged in all the alliance's structures, governance, strategies, and activities. These members are recruited through an open call for a fixed term.

The CIVICUS Youth Action Team is a good model of insitutionalising the role of young volunteers across orngaisational structures and activities. Institutionally, they interface with the CIVICUS Board on specific strategic questions and provide advice and guidance to the Secretariat on any suggested youth programming or proposals that should be considered CIVICUS priorities. The four broader goals of the team include:

- ▶ **Goal 1:** To strengthen the role of CIVICUS Youth members as co-leaders in the design and delivery of communities of practice, programs, strategies, and policies
- ▶ **Goal 2:** To create a model that inspires and champions meaningful youth engagement practices and models
- ▶ **Goal 3:** To act, in collaboration with the alliance, to promote an enabling environment and to stand in solidarity with young people facing civic space restrictions
- ▶ **Goal 4:** To develop an internal accountability mechanism that will observe, monitor, and measure youth engagement in CIVICUS

However, simply inviting youth to be a part of the “leadership team” doesn’t mean that young people will come away with a self-concept of “leader” or improved leadership skills, or that they will have had opportunities to influence the group’s direction or make decisions. The presence of youth in community or organisational processes does not necessarily indicate that a transformation of power dynamics, or even an examination of current power relationships, will occur” (Macneil, 2006).

In 2015, Restless Development undertook a study on ‘nurturing youth leadership in the Global South’ in which several approaches, challenges and opportunities were identified. Furthermore, mapping exercises were also conducted by UNOY (2017) and United Nations Population Fund (UNFPA) (2010) on youth-led efforts on peace-building and reproductive health respectively. UNESCO Asia Pacific in collaboration with UN Volunteers and UNFPA conducted a mapping exercise of youth organisations and networks in the Asia Pacific region and identified a total of 808 organisations and networks, out of which only 38% were youth-led (UNESCO, 2017). Most of these youth-led initiatives have become either dormant or their young leaders have moved on into different career paths.

Some of the key challenges faced by youth-led volunteer actions and initiatives are listed in [Table 1](#).

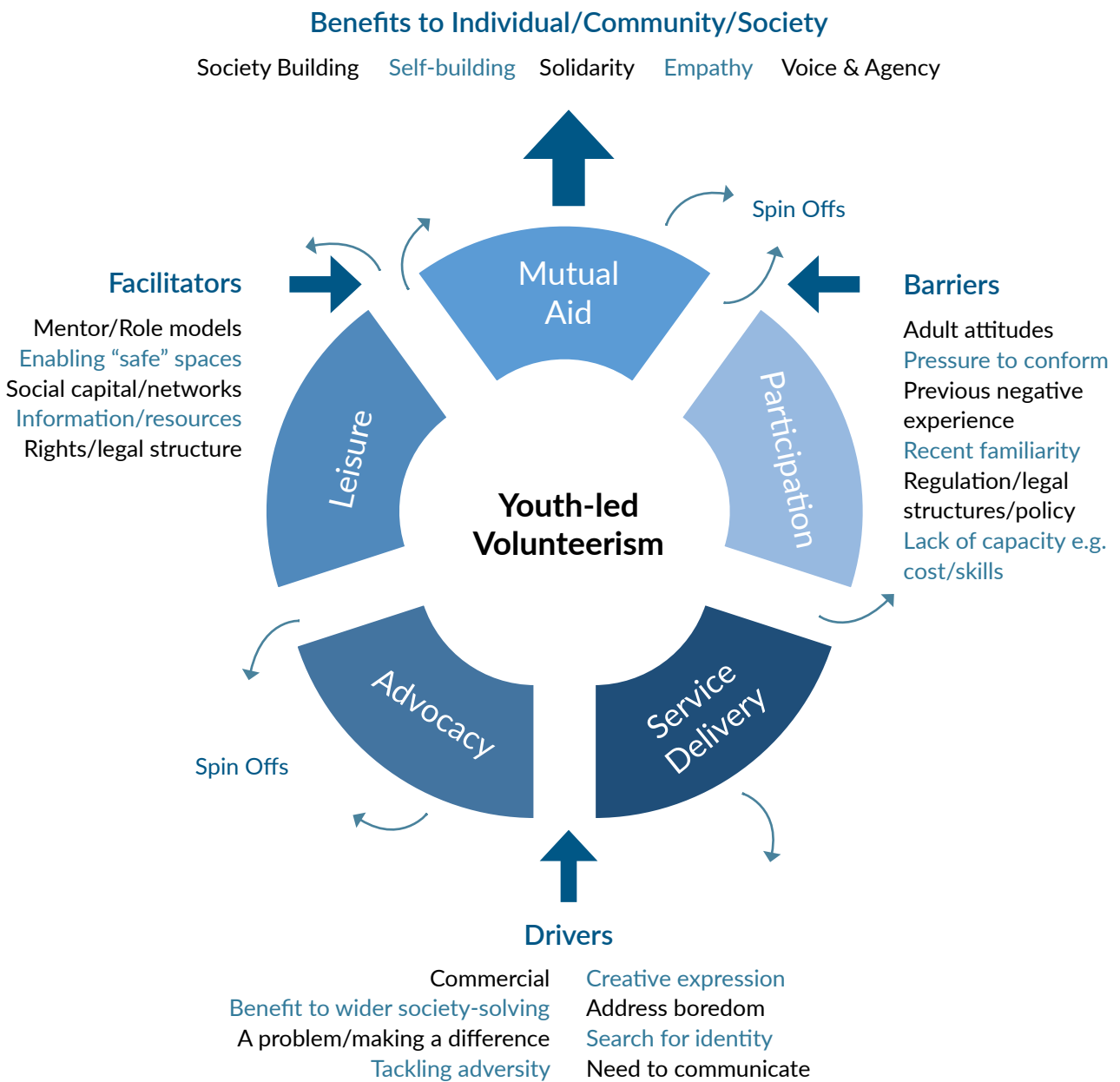
| Challenge | Description |
|--|---|
| Staff development and management | Staff development and management is a challenge for youth-led actions, in part because young people may be supervising their friends and peers. Developing appropriate structures and guidelines for staff development and management is critical. |
| Leadership transitions | If the organisation’s reputation becomes too connected with a single charismatic young adult leader, it can undermine the leadership development of others in the group. Setting up clear structures to develop and transition leadership is essential. |
| Appropriate, youth friendly support and capacity building | Youth-led actions need to pay special attention to capacity building because the people running the organisation or projects have had less professional and life experience than their older counterparts. This does not mean that young people cannot run them effectively. It does mean they need support and mentorship to do it well. |
| Burnout | Many adults face burnout when they run non-profit organisations. It can be even worse for young people. Finding ways to take care of members and prevent burnout is very important. |

Advocates for Youth, 2009; Movement Strategy Center, 2015

| | |
|--|--|
| Self-care and individual development | Many young people face multiple life issues and are making big decisions about their lives. Some youth-led organisations choose to integrate self-care packages into their benefits for employees, including counselling, life planning support, alternative health care and education support, among others. |
| Intergenerational relationships | It is challenging for both youth and adults to unlearn adultism. Intergenerational learning and relationships are important factors in the development of youth-led actions. Young people and adults need to work hard for them to happen. |
| Fundraising | Fundraising can be particularly difficult in youth-led organisations or actions because youth often do not have a lot of fundraising experience. Donors are often sceptical and mistrustful of young people managing money. Key issues in fundraising include understanding fundraising cycles, relationship development with funders, developing a fundraising plan, and employing different fundraising strategies. |
| Legal contracts | Nowhere is adultism more present than in negotiating legal documents such as leases, payroll contracts, and grant agreements. Youth-led initiatives consistently find roadblocks in their work when it comes to negotiating these agreements. Often, organisations must work with an adult ally to sign or co-sign these documents. |
| Strategic planning and organisational development | Many young people have not led or been through a strategic planning process, and organisational development terminology can be confusing and intimidating. This can be an area where a coach provides help. |
| Independence vs. fiscal sponsorship | Many youth-led projects have had a very difficult time with fiscal sponsors who, because of adultism, interfere with the integrity, decision making, and self-determination of the organisation. Interference can range from not giving youth-led organisations the same access to resources as adult projects and double standards in accountability measures to blatantly trying to take over the youth-led project. |
| Isolation & network development | Many youth-led initiatives face intense isolation. Even if they know other youth-led initiatives, mechanisms to share information and network are often missing. Developing support networks, learning communities and alliances is critical for young people and the broader youth-led movement. |
| Documentation and evaluation | Few youth-led initiatives and organisations have the resources or time to really document or evaluate their work. While non-profit organisations are underfunded in general, youth-led groups are often more strapped. Having a reflection and evaluation process is very important to for growth of such initiatives. |

Advocates for Youth, 2009; Movement Strategy Center, 2015

Figure 3. This conceptual model attempts to acknowledge the current landscape of challenges and opportunities for building youth leadership across volunteering structures.



Based on works of Sebba et al. (2009) and Millora (2020)

Way Forward

A systems approach needs to be applied to models of youth leadership in volunteering structures to better understand issues around its capacity and sustainability. This will help key stakeholders including policy makers, inter-governmental organisations, Civil Society / Non-governmental Organisations, academia and corporate partners to develop and support infrastructure to address these issues and to help young leaders bring their commitment into leadership roles to sustain and grow the volunteer effort.

Table 2 lists policy and research questions which should be considered for further research and policymaking around youth leadership and volunteering.

| | |
|---|--|
| Young People | <ul style="list-style-type: none"> ▶ What are the key areas of action for youth-led volunteering? ▶ What are the intrinsic and extrinsic motivations to undertake youth-leadership roles in volunteering activities? ▶ What are the key barriers and challenges young people face throughout their youth leadership journeys? |
| Youth-Led Organisations | <ul style="list-style-type: none"> ▶ What is the current landscape of formal youth-led volunteering across different regions of the world? ▶ What are the key internal and external factors influencing capacity and sustainability of youth-led volunteering? ▶ How can youth-led organisations be made operationally and financially sustainable? |
| Policymakers | <ul style="list-style-type: none"> ▶ What is the current policy landscape for youth-led volunteering? ▶ What are the existing policy barriers and opportunities for youth leadership across different regions and contexts? |
| Youth-Focused Organisations/ Networks | <ul style="list-style-type: none"> ▶ Why are youth-focused organisations not youth-led? ▶ What implications does youth-focused have on organisational capacity and sustainability? |
| Intergovernmental Organisations/ Grant Providers | <ul style="list-style-type: none"> ▶ How focused are current and future programmes and strategies on youth-led volunteering? ▶ What steps are in place to develop capacity and sustainability of youth-led volunteering? ▶ What are the key challenges and opportunities of working with youth-led organisations and initiatives? |

Conclusion

This paper identifies volunteering as often the first experience of civic engagement for young people across the globe. As millions of young people have taken to the streets ringing alarm bells around issues of concern to them and the challenges presented by COVID-19 pandemic, the context and modes of youth volunteering are rapidly changing. This calls for not just tapping the potential of young people for response and recovery in a post COVID-19 world but also for mainstreaming young volunteers into leadership roles to sustain and grow the volunteer effort.

There is a need to re-imagine youth volunteering from the perspective of young people themselves, and moving away from the traditional adult-led, youth-focused approaches. The emergence of a youth-led sector is exciting because young people are organising themselves, exploring different decision-making models, playing with social enterprise notions, rejecting hierarchical thinking, and appear to be naturally gravitating to collective leadership, action, and change. However, the paper acknowledges several challenges that are faced by youth-led volunteer actions and initiatives and recommends the application of a systems approach to models of youth leadership in volunteering structures to better understand issues around its capacity and sustainability.

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About Emirates Foundation



Emirates Foundation is an independent national organization set up by the Abu Dhabi Government to facilitate public-private funded initiatives for the empowerment of youth across the UAE, putting them at the forefront of economic, social and human capital development. Emirates Foundation's works to have empowered and engaged youth contributing towards shaping the future of the UAE. The organization works in partnership with the private and public sectors to encourage social responsibility and enhance youth capacities through programs that meet their needs towards achieving sustainable community development.

The Emirates Foundation has 3 key priorities:

- ▶ To develop youth competencies through empowerment and raising awareness
- ▶ To encourage social responsibility within the private and public sectors
- ▶ To provide all administrative services according to standards of quality, effectiveness, transparency and innovation.

To learn more about Emirates Foundation, Please visit their website at www.emiratesfoundation.ae/ef

About IAVE



International
Association for
Volunteer
Effort

The International Association for Volunteer Effort (IAVE) exists to promote, strengthen and celebrate volunteering in all of the myriad ways it happens throughout the world. With members in 70+ countries, IAVE is the connective tissue of a global network of leaders of volunteering, NGOs, businesses, governments and academic institutions that share a belief in the power of volunteers to make a significant strategic contribution to resolving the world's most pressing problems.

IAVE has four core functions:

- ▶ **Convening.** IAVE brings together leaders from across the field through a series of virtual and in-person events, such as the biennial World Volunteer Conference and regional conferences.
- ▶ **Advocacy.** IAVE serves as a global voice for volunteering, working closely with the United Nations, international NGOs and global companies to call attention to the strategic importance of volunteering as a way to solve problems and improve the quality of life for all.
- ▶ **Knowledge development.** IAVE is a recognized knowledge leader for the global volunteer community, conducting research and providing in-depth reports on current trends and challenges.
- ▶ **Network Development.** IAVE brings together key constituencies to share with and learn from one another - the Global Corporate Volunteer Council and the Global Network of Volunteering Leadership.

To learn more about IAVE, Please visit their website at www.iave.org

About the Author



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Mohsen is a policy entrepreneur who works at the intersection of youth engagement, policy and governance systems in Pakistan and the Asia Pacific region. He has diverse policy and practice experience in systems strengthening from a community of action lens. Mohsen has over 8 years of diverse experience in the international development sector and is currently providing research support to UN Volunteers HQ in Germany on research evidence for the Volunteerism Agenda for 2020-2030. His doctoral research work at the Universities of Nottingham and Oxford is focused on critically analysing how youth volunteering can be mainstreamed in multi-level sustainable governance processes in Pakistan.

About the Sub-theme

Future Leadership: The Role of Youth Volunteers

Youth volunteering is seen as providing an important experience for young people to engage with their communities and the issues they care about while enhancing their own personal development. Learning to lead through volunteering often creates a pathway to employability and social entrepreneurial activities. Young volunteers are increasingly vocal in what they think about the world and how they want things to change. It is an important priority to channel the energy, passion and commitment of young volunteers into leadership roles to sustain and grow the volunteer effort. Young people themselves need to have a say in what volunteering leadership means to them.



International
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VOLUNTEERING TOGETHER TO ENABLE CHANGE AND CREATE A BETTER WORLD

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