

Heartwork Village: A Values-Based Community Model for Sustainable Development through Rotary Service

Ryan D. Bastareche^{1,*}, Nico A. Ogarte²

¹College of Business and Management, Naga College Foundation, Inc., Naga City, Camarines Sur, Philippines.

²Research, Innovation, Extension, and Sustainability, Naga College Foundation, Inc., Naga City, Camarines Sur, Philippines.
rdbastareche@ncf.edu.ph¹, nogarte@ncf.edu.ph²

*Corresponding author

Abstract: This study explores the conceptual and empirical underpinnings of the Heartwork Village initiative, a values-based, community-driven development model spearheaded by Rotary International District 3820. Grounded in Rotary's ethos of "Service Above Self" and inspired by the cooperative principles of the Kibbutz system, Heartwork Village aims to develop sustainable, ethical, and empowered communities aligned with the United Nations Sustainable Development Goals (SDGs). A systematic literature review, guided by the PRISMA 2020 framework, was conducted to synthesise insights from 50 scholarly and institutional sources, informing the development of a replicable model. The review highlights the transformative potential of value-anchored interventions, emphasising the importance of embedding principles such as compassion, equity, and integrity into community development practices. Key findings underscore the need for inclusive governance mechanisms, with participatory planning and community empowerment central to project success and sustainability. The study also examines the critical role of cross-sector collaboration and the alignment of local initiatives with global frameworks, such as the SDGs. The paper concludes by articulating a conceptual framework for Heartwork Village. This framework is designed to catalyze a process of endogenous transformation, in which service evolves from an external activity to an internalized way of life, and community members are empowered to become active co-creators of their own sustainable futures.

Keywords: Heartwork Village; Rotary International; Sustainable Development Goals; Community Empowerment; Values-Based Development; Sustainable Futures; Active Co-Creators.

Cite as: R. D. Bastareche and N. A. Ogarte, "Heartwork Village: A Values-Based Community Model for Sustainable Development through Rotary Service," *AVE Trends in Intelligent Management Letters*, vol. 2, no. 1, pp. 1–9, 2026.

Journal Homepage: <https://avepubs.com/user/journals/details/ATIML>

Received on: 08/10/2024, **Revised on:** 01/12/2024, **Accepted on:** 28/03/2025, **Published on:** 03/03/2026

DOI: <https://doi.org/10.64091/ATIML.2026.000311>

1. Introduction

The Heartwork Village is envisioned as a transformative model of values-based community development spearheaded by Rotary International District 3820, encompassing the Philippine provinces of Laguna, Batangas, Mindoro, Marinduque, Quezon, and the Bicol region. More than a legacy project, it embodies a movement—a community-building initiative grounded in love, dignity, compassion, and the ethical imperative of "Service Above Self," a core value that has defined Rotary since its inception. The idea of a model village is not new [1]. From the earliest utopian communities to cooperative housing movements, the vision of a self-reliant, inclusive, and empowered community has long inspired social innovators. However, what sets the

Copyright © 2026 R. D. Bastareche and N. A. Ogarte, licensed to AVE Trends Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](#), which permits copying, remixing, redistributing, transformation, and building upon the material in any medium so long as the original work is properly cited.

Heartwork Village apart is its hybrid nature—rooted in global frameworks such as the United Nations Sustainable Development Goals (SDGs), informed by cooperative systems like the Israeli Kibbutz, and driven by Rotary’s grassroots organisational structure, which fuses volunteerism with governance and cross-sector partnerships [2]. This village is not merely an infrastructural endeavour. It is a people-first strategy in which service becomes a way of life. It acknowledges that to achieve sustainable transformation, a village must go beyond access to education, clean water, and livelihood; it must foster a culture of dignity, shared responsibility, and moral leadership. The Heartwork Village thus becomes both a physical space and a lived philosophy—one that aspires to embed service into a community’s social DNA. The context for Heartwork Village is both urgent and hopeful. Many communities across the Philippines, particularly in underserved and geographically isolated areas, continue to struggle with intergenerational poverty, climate vulnerability, inadequate health systems, and limited access to quality education. While numerous non-governmental and government-driven interventions have attempted to address these issues, many fall short due to a lack of community ownership, fragmented delivery, or unsustainable funding models. Rotary clubs, by virtue of their structure and mission, are uniquely positioned to address this gap. Rotary’s service model, focused on empowerment rather than charity, and on partnership rather than paternalism, makes it a credible vehicle for sustainable development [3].

Rotary’s Seven Areas of Focus—peacebuilding and conflict prevention, disease prevention and treatment, water, sanitation and hygiene, maternal and child health, basic education and literacy, community economic development, and supporting the environment—offer a comprehensive, globally recognised platform for impact. Heartwork Village is the culmination of these values in action. It integrates the 7 Areas of Focus into one replicable village design that fosters local leadership, self-reliance, and continuous learning. Unlike typical aid programs, the model is participatory and systemic. The village is co-designed with local stakeholders, implemented through cluster committees, and governed by trained community councils [4]. These councils are guided not only by technical plans but also by Rotary’s ethical compass: Integrity, fellowship, diversity, service, and leadership.

One of the theoretical foundations of this model is the Kibbutz system—a cooperative Israeli community structure established on principles of shared ownership, democratic governance, and collective welfare. While vastly different in cultural context, the Heartwork Village borrows from the Kibbutz the idea of intentional community, where members are not only beneficiaries but co-creators of their future [5]. Heartwork adapts this model to Filipino realities by integrating indigenous governance practices, Rotary service culture, and SDG-aligned programming. Furthermore, the model addresses an often-overlooked dimension of community development: The moral imagination. While many programs are content-driven—providing health services, food packs, or microloans—few focus on value re-orientation and the regeneration of civic life. Heartwork Village includes activities such as youth storytelling, elder mentoring circles, and “Heartwork Days,” where families volunteer together [6].

These activities promote values continuity and intergenerational learning, fostering what Paulo Freire called ‘critical consciousness’—a community’s capacity to reflect, act, and transform their conditions. This study was conceived to provide the academic and empirical grounding for the Heartwork Village initiative, using a systematic literature review to validate its conceptual model [7]. It seeks to answer five key questions:

- What values-based frameworks support community transformation?
- How do Rotary’s guiding philosophies align with the SDGs?
- What lessons can be drawn from cooperative systems like the Kibbutz?
- How can participatory approaches foster empowered community models?
- Can a conceptual framework be designed to operationalize Heartwork Village in measurable, replicable ways?

By answering these questions, the study contributes not only to the literature on community development and volunteer-driven models but also to Rotary’s ongoing evolution as a development actor [8]. It positions Heartwork Village as a values-based, community-owned, and scalable response to the challenges of sustainability, equity, and cultural integrity [9]. Ultimately, this model offers a path forward for organisations seeking to go beyond the temporary—to build legacies that last, rooted in hearts as much as in hands. Model offers a path forward for organisations seeking to go beyond the temporary—to build legacies that last, rooted in hearts as much as in hands.

2. Literature Studies

The Heartwork Village concept is grounded in multiple bodies of literature across community development, values-based frameworks, cooperative living systems, and the evolving role of service organisations such as Rotary International in global development [10]. This review synthesises findings from recent academic and institutional publications, including studies published between 2020 and 2025, that inform and validate the principles behind Heartwork Village as a values-based, SDG-aligned, and community-driven model [11].

2.1. Values-Based Development

Values-based development emphasises ethics, human dignity, justice, and love as drivers of sustainable change. Scholars argue that economic or technical solutions alone cannot address deep-rooted inequalities unless they are guided by moral and spiritual principles [12]. These frameworks prioritise compassion, participation, and empowerment, creating development programs that reflect local cultures and worldviews. Values such as compassion, equity, stewardship, and integrity are central to development processes that lead to holistic well-being. These values are also core tenets of Rotary's mission [13]. Rotary's motto, "Service Above Self," and maxim, "He Profits Most Who Serves Best," articulate a deeply values-rooted approach to humanitarian work. Heartwork Village internalises these ideals, infusing every programmatic decision with the intention of honouring dignity and developing leaders through empathy [14].

2.2. Alignment with the SDGs

The United Nations Sustainable Development Goals (SDGs) provide a global framework for tackling poverty, inequality, climate change, and social justice. Rotary International has officially aligned its Seven Areas of Focus with the SDGs, enabling its programs to contribute to global impact [15]. These include health and hygiene (SDG 3 and 6), education (SDG 4), economic inclusion (SDG 8), peace (SDG 16), and environmental protection (SDG 13 and 15). Studies confirm that localising the SDGs through civil society participation increases effectiveness. Rotary's decentralized, volunteer-driven model makes it well-suited to localization, especially in underserved rural areas [16]. Heartwork Village operationalises this by embedding the Seven Areas of Focus into a single integrated village program that aligns with multiple SDGs.

2.3. The Kibbutz and Cooperative Community Models

One of the most relevant inspirations for Heartwork Village is the Kibbutz model of Israel—a collective agricultural and residential community founded on socialist and egalitarian values [17]. Kibbutzim are known for their shared labour, democratic management, pooled resources, and strong social cohesion. While many modern kibbutzim have evolved or been privatized, their legacy of cooperative living remains influential in discussions of intentional communities. Scholars argue that the Kibbutz's strength lies in its cultural internalisation of shared responsibility. Its emphasis on social education, youth inclusion, and egalitarian structures helped maintain both physical and emotional sustainability [18]. Heartwork Village borrows from this tradition by establishing community councils, promoting intergenerational mentoring, and supporting collective livelihoods.

2.4. Community Empowerment and Participatory Governance

Empowerment is a recurring theme in community transformation literature. Community-led initiatives are more likely to achieve long-term success than top-down aid programs. Empowerment frameworks prioritise inclusive planning, capacity-building, leadership training, and transparent governance [19]. These are key elements in models such as Participatory Rural Appraisal (PRA) and asset-based community development. Studies show that when communities are invited to co-design their own development pathway, outcomes include increased ownership, stronger accountability, and more culturally appropriate services. In the Heartwork Village, the goal is to create not just recipients, but "community architects" who manage their own systems—from water committees and eco-groups to youth literacy circles and maternal health teams [20].

2.5. The Role of Civic Organisations like Rotary in Community Development

Rotary's evolving role in development has gained increased academic attention. No longer limited to philanthropic giving, Rotary clubs now engage in structured partnerships, global grants, and SDG advocacy [21]. They serve as bridging agents—linking local needs to global resources while fostering citizenship, volunteerism, and cross-sector collaboration. Rotary's Global Grants program, which requires clubs to collaborate on sustainable, measurable projects aligned with one or more Areas of Focus, has demonstrated success in areas such as maternal health, education, and peacebuilding [22]. Heartwork Village is designed to be a flagship model for such grants—deeply embedded in the community, rich in partnership, and structured for replication.

2.6. Community Development and Transformation Frameworks

Transformation is more than infrastructure; it is relational and behavioural. Scholars such as Chambers [4] and Lederach [10] emphasise that transformation requires changes in relationships, mindsets, and systems. It is through ongoing dialogue, rituals, stories, and service that new social contracts are formed. Heartwork Village applies this by nurturing a new culture of service—what it calls 'Heartwork as a Way of Living.' Communities that develop a shared ethos—reflected in values signage, local celebrations of service, and generational handover of responsibilities—are more likely to sustain development outcomes. This

echoes Rotary’s tradition of combining fellowship with action, friendship with responsibility, and service with story [23]. In summary, the literature confirms that Heartwork Village is not only theoretically valid but empirically promising. It integrates the strengths of values-based frameworks, Rotary’s development philosophy, cooperative systems, and participatory governance into a living, breathing model of transformation. The following section outlines the methodology used to extract and analyse these insights [24].

3. Methodology

This study adopted a qualitative, exploratory research approach using a systematic literature review (SLR) to investigate the conceptual and empirical foundations of the Heartwork Village model. The goal was to synthesize relevant literature on values-based development, Rotary’s service frameworks, cooperative models such as the Kibbutz, and participatory community-building approaches aligned with the United Nations Sustainable Development Goals (SDGs).

3.1. Research Design

A systematic literature review (SLR) was chosen to ensure transparency, replicability, and comprehensiveness in identifying the relevant body of knowledge. This method allows the aggregation and thematic analysis of findings from diverse studies to derive key patterns, concepts, and recommendations that inform a conceptual framework. This SLR followed the PRISMA 2020 guidelines, which offer a structured four-phase flow: identification, screening, eligibility, and inclusion.

3.2. Data Sources and Search Strategy

Academic databases such as Scopus, Web of Science, JSTOR, and Google Scholar were searched using Boolean operators and key phrases including Values-based community development, Rotary and the SDGs, the Kibbutz cooperative model, participatory governance, and sustainable village transformation. To ensure relevance, search results were limited to peer-reviewed journal articles, conference papers, and organisational reports published between 2020 and 2024. In addition, grey literature and policy documents from Rotary International, UNESCO, and UNICEF were included to supplement peer-reviewed sources with practical frameworks.

3.3. Inclusion and Exclusion Criteria

Studies were included if they met the following criteria: (1) focused on community transformation or sustainable development frameworks; (2) explicitly discussed service-based or values-driven methodologies; (3) provided case studies of cooperative or civic-led models; and (4) aligned with at least one of Rotary’s Seven Areas of Focus. Studies that lacked empirical grounding, focused solely on corporate models, or did not apply to the Southeast Asian or global south context were excluded.

3.4. PRISMA Review Process

A total of 140 records were initially retrieved. After removing duplicates, 130 unique studies were screened based on titles and abstracts. From this pool, 70 full-text articles were assessed for eligibility, and 50 studies met the inclusion criteria.

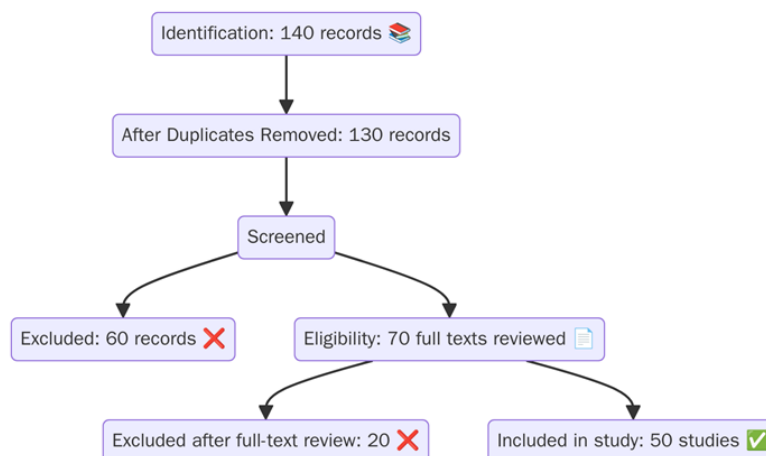


Figure 1: Thematic analysis matrix that allowed comparison across domains, identification of recurring concepts, and consolidation of theoretical models about the heartwork village

These were coded and grouped according to five thematic clusters (Figure 1):

- Values-Based Development
- Rotary and SDG Alignment
- Kibbutz and Cooperative Living Models
- Community Empowerment and Participatory Governance
- Impact Evaluation and Sustainability Practices

The data extraction process involved reading and summarising each article's methodology, findings, and relevance to Heartwork Village. The results were collated using a thematic analysis matrix that enabled comparisons across domains, the identification of recurring concepts, and the consolidation of theoretical models.

3.5. Ethical Considerations

As this study is based on published data and secondary sources, no ethical clearance was required. However, the study adhered to ethical research practices, including proper citation of all sources and transparent methodology. In line with academic integrity, each selected source was evaluated for author credibility, journal reputation, and alignment with the research goals.

3.6. Analytical Approach

The qualitative synthesis used thematic coding to analyse the 50 selected studies. Themes were developed inductively and refined through peer feedback and concept clustering. Each study was read for its contribution to one or more of the five framework pillars guiding Heartwork Village. The resulting themes served as the basis for the conceptual model and informed the findings discussed in the next section.

4. Results and Discussions

The systematic review yielded a thematic structure that highlights the interconnected foundations required for the Heartwork Village model. The 50 reviewed studies and development frameworks were organised into five core results:

- The importance of values in community transformation
- Alignment with global frameworks such as the SDGs
- Application of cooperative living models
- Participatory governance and empowerment strategies
- The emergence of integrated models for sustainability and scale

This section discusses the key findings under each domain and illustrates how they support the creation of a values-based, service-driven, and locally led village framework.

4.1. Values Drive Lasting Change

Several reviewed studies assert that technical solutions alone are insufficient for long-term transformation. Rather, sustained community development is built on a foundation of shared values—empathy, stewardship, responsibility, and service. Communities where residents participate not only because they benefit, but because they believe in their collective mission, tend to exhibit stronger resilience and cooperation in the face of adversity. In this context, Heartwork Village embodies Rotary's ethical DNA by weaving values into its leadership development, volunteerism structures, and service rituals. Children grow up attending Heartwork Days, young adults lead clean water campaigns, and elders serve as cultural stewards. This multigenerational framework builds a civic culture that strengthens both community identity and service continuity.

4.2. Integration of the SDGs in Localised Contexts

A critical finding from the literature is that aligning local projects with global goals creates more measurable, fundable, and scalable development outcomes. Rotary's Seven Areas of Focus map directly onto key SDGs. For example, SDG 3 (Health): Rotary's focus on disease prevention and maternal care; for SDG 4 (Education), Rotary's focus on basic education and literacy programs. SDG 6 (Clean Water) supports water, sanitation, and hygiene efforts, and SDGs 13 and 15 (Climate and Ecosystems) align with Rotary's environmental sustainability. Heartwork Villages use this mapping to develop flagship projects per focus area. This ensures that each village has a comprehensive development scope. Moreover, this structure attracts external partners

(e.g., NGOs, LGUs, and private-sector stakeholders) who are increasingly invested in fulfilling the SDGs. The model thereby builds credibility while remaining community-rooted (Table 1).

Table 1: Rotary focus areas and SDG alignment

Rotary Focus Area	Corresponding SDG(s)
Peace and Conflict Prevention	SDG 16: Peace, Justice, and Strong Institutions
Disease Prevention and Treatment	SDG 3: Good Health and Well-being
Water, Sanitation, and Hygiene	SDG 6: Clean Water and Sanitation
Maternal and Child Health	SDG 3: Good Health and Well-being
Basic Education and Literacy	SDG 4: Quality Education
Community Economic Development	SDG 8: Decent Work and Economic Growth
Supporting the Environment	SDG 13 and 15: Climate Action, Life on Land

4.3. Lessons from the Kibbutz: Shared Labour and Democratic Leadership

The review identified multiple parallels between the values of Heartwork Village and those embedded in cooperative systems like the Kibbutz. In a Kibbutz, every member contributes to both the economy and the group's social welfare. Likewise, Heartwork Villages encourages co-ownership of community spaces, gardens, schools, and clinics (Table 2).

Table 2: Cooperative practices adapted from the Kibbutz to Heartwork Village

Kibbutz Practice	Heartwork Village Adaptation
Shared Labor	Barangay-led task rotations
Democratic Governance	Village Development Councils
Intergenerational Learning	Elders as mentors, youth in service roles
Collective Ownership	Co-managed infrastructure (e.g., water systems)

Instead of waiting for aid, villagers lead initiatives, generate income through cooperatives, and rotate responsibilities in governance and monitoring. Democratic participation was another recurring strength of the Kibbutz model that informed the Heartwork governance template. Decision-making within the village is conducted through barangay-led councils trained in transparency, strategic planning, and community representation. Rotarians serve as mentors, not decision-makers, reinforcing the philosophy of empowerment over dependency.

4.4. Participatory and Inclusive Planning Yields Stronger Ownership

The literature reinforced that top-down programs often falter due to a lack of community ownership. In contrast, participatory approaches—including participatory budgeting, community-led monitoring, and shared data analysis—lead to more accurate needs assessments and greater project relevance. Heartwork Villages begin with “Visioning Workshops,” where residents identify their needs, priorities, and untapped assets. They also participate in scorecard monitoring sessions where progress is tracked, challenges are addressed collectively, and action steps are agreed upon. This is not only empowering but also ensures adaptive programming based on lived realities.

4.5. Transformational Indicators: From Projects to Way of Life

The goal of Heartwork Village is not to build infrastructure, but to build identity. One powerful insight from the literature is the shift from ‘development projects’ to ‘development cultures. Indicators of transformation include Community events initiated without external prompting, youth clubs continuing programs post-funding, barangay councils allocating internal funds to extend Rotary-born initiatives, and visible messaging of values in homes and institutions. Rotary District 3820 has documented such occurrences in early Heartwork pilot communities. In one village, mothers formed a rotating kitchen for feeding children post-grant. In another, a youth council built a garden from recycled plastics inspired by an environment-themed Heartwork Day. These signs of organic continuity are critical to defining Heartwork not as a project, but as a way of living.

4.6. The Emergence of a Scalable Framework

Perhaps the most promising outcome of the review is the validation of Heartwork Village as a scalable model. It aligns with Rotary Global Grant guidelines, addresses SDG targets, and is backed by literature on participatory, values-led, and cooperative

frameworks. It is also replicable. With a clear toolkit, digital dashboard, and village mentorship scheme (Heartwork-to-Heartwork model), Rotary clubs in other districts or countries can adapt the template (Table 3).

Table 3: Participatory tools in heartwork villages

Tool	Purpose
Visioning Workshops	Community aspirations and prioritisation
Scorecard Monitoring	Local tracking of project outcomes
Focus Group Dialogues	Deep dives into community challenges
Cluster Committees	Resident-led management of service domains

This positions Heartwork Village not only as a local success but as a potential global contribution from District 3820 to the wider development discourse. The next section outlines the conclusions and specific recommendations for implementation, monitoring, and scholarly engagement (Figure 2).

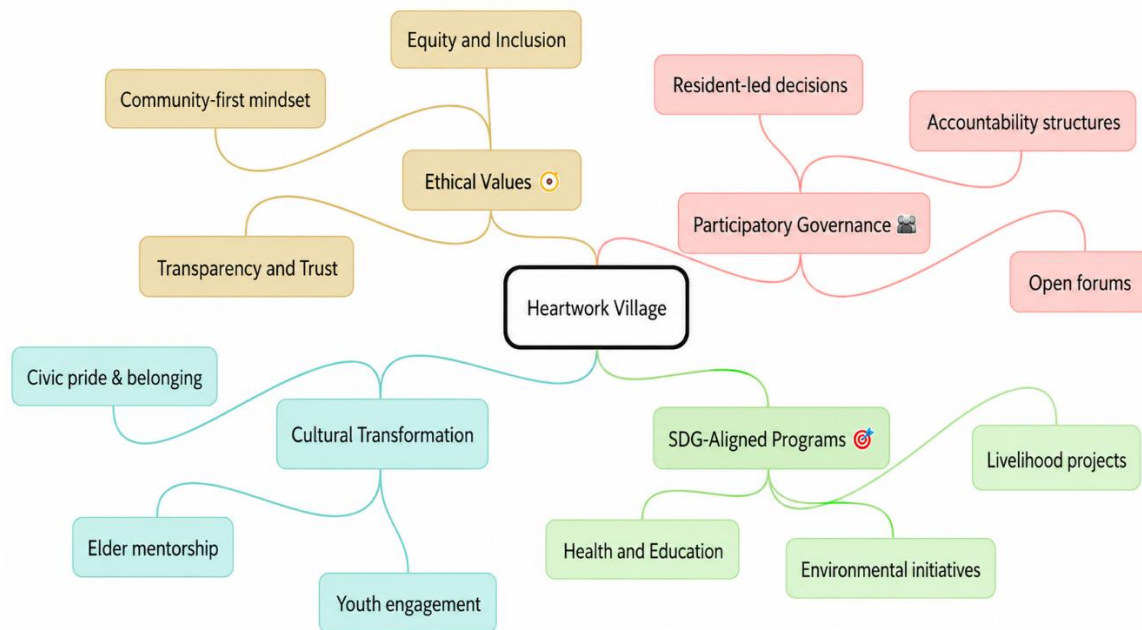


Figure 2: Heartwork village framework

5. Conclusion and Recommendation

This study examined the theoretical and empirical underpinnings of the Heartwork Village—a values-based community model pioneered by Rotary International District 3820. Through a systematic review of 50 peer-reviewed and institutional sources, the research synthesised frameworks and best practices related to values-based development, SDG-aligned community action, cooperative living systems, participatory governance, and transformative sustainability. The findings validate the central hypothesis that sustainable community transformation is not simply a matter of delivering services—it is a function of embedding values, cultivating ownership, and fostering a culture of shared responsibility. Communities that internalise ethics such as compassion, truth, integrity, and service are more likely to sustain and evolve programs initiated by external actors. In this sense, Heartwork Village emerges not merely as a Rotary legacy project, but as a replicable lifestyle framework.

5.1. Key Lessons from the Study

- **Values Must Be Operationalised:** Embedding service-oriented values into training, rituals, and symbols makes transformation tangible and measurable.
- **Alignment with the SDGs Enhances Relevance and Funding Potential:** Localising global goals such as clean water, education, and climate action connects villages with broader development networks.
- **Community Empowerment is the Engine of Continuity:** Participatory planning, visioning, and feedback systems ensure that programs adapt, survive, and scale.

- **Cultural Integration Matters:** Models like the Kibbutz offer powerful lessons on belonging, shared labour, and democratic structures that must be adapted—not copied—to local realities.
- **Service Should Become a Way of Life:** The ultimate indicator of success is not infrastructure built, but lives changed, and values passed on through generations.

The Heartwork Village also offers Rotary International a compelling blueprint for future development programming. It demonstrates how local clubs can extend beyond traditional service activities to become long-term catalysts for social architecture. Rotary's unique position as a global volunteer network allows it to blend professionalism with compassion—bridging policy frameworks such as the SDGs with the lived realities of the most marginalized communities.

5.2. Recommendations for Implementation

- Develop a Standardised Toolkit that Rotary clubs planning to replicate the Heartwork model should receive, including an implementation guide, monitoring templates, and access to a digital scorecard platform.
- Create a Heartwork Mentorship Network which encourages pilot communities to mentor incoming villages through 'Heartwork-to-Heartwork' partnerships that emphasise local ownership.
- Formalise LGU-NGO Collaboration through a Memorandum of Understanding or Agreement, as long-term sustainability requires that Rotary work in tandem with government and civil society to align policies and resources.
- Embed Heartwork in Rotary Training. All levels of leadership, from club presidents to district governors, should be oriented in Heartwork values and implementation philosophy.
- Conduct Longitudinal Impact Studies. Future research should document long-term behavior change, the emergence of youth leadership, and the ongoing provision of services in Heartwork Villages.

Heartwork Village is a reminder that the true currency of development is not in money spent or structures built, but in the dignity restored, leaders nurtured, and cultures transformed. It proves that when communities are empowered, when service is rooted in love, and when shared values fuel transformation, development becomes not just a goal—but a way of life. This is the legacy that Rotary District 3820 seeks to leave. A legacy not just of projects, but of people. Not just of change—but of Heartwork.

5.3. Research Limitations

The primary limitation of this review is its reliance on existing literature, which may not fully capture unpublished field experiences or locally implemented projects. Another limitation is the language filter—only English-language publications were included, potentially excluding culturally relevant literature from non-English-speaking communities. Despite these limitations, the study provides a rigorous, integrative foundation for developing and testing the Heartwork Village model in real-world applications.

Acknowledgment: Gratitude is expressed to the Rotary International community, whose dedication to service, principled leadership, and the Heartwork Village vision motivated this research.

Data Availability Statement: The data used in this study are related to Heartwork Village: A Values-Based Community Model for Sustainable Development through Rotary Service.

Funding Statement: No funding was received for the research conduct.

Conflicts of Interest Statement: No conflicts of interest have been declared by the authors. Citations and references are mentioned in the information used.

Ethics and Consent Statement: The consent was obtained from the organization and individual participants during data collection, and ethical approval and participant consent were received.

References

1. E. Ben-Rafael and M. Topel, "Redefining the Kibbutz," in *One Hundred Years of Kibbutz Life*, Routledge, Abingdon, Oxfordshire, United Kingdom, 2011.
2. N. Banks and D. Hulme, "The role of NGOs and civil society in development and poverty reduction," BWPI Working Paper 171, *Brooks World Poverty Institute*, Manchester, England, United Kingdom, 2012.

3. S. Hong and H. Vicdan, "Re-imagining the utopian: Transformation of a sustainable lifestyle in ecovillages," *Journal of Business Research*, vol. 69, no. 1, pp. 120–136, 2016.
4. R. Chambers, "Whose Reality Counts? Putting the First Last," *Intermediate Technology Publications*, London, England, United Kingdom, 1997.
5. J. Howard and J. Wheeler, "What community development and citizen participation should contribute to the new global framework for sustainable development," *Community Development Journal*, vol. 50, no. 4, pp. 552–570, 2015.
6. D. Dushkova and O. Ivlieva, "Empowering Communities to Act for a Change: A Review of the Community Empowerment Programs towards Sustainability and Resilience," *Sustainability*, vol. 16, no. 19, p. 8700, 2024.
7. P. Freire, "Pedagogy of the Oppressed," *Continuum*, New York, United States of America, 2005.
8. O. Ganany-Dagan, "Social Inclusion Enterprises: The Story of Kibbutz Harduf," *Journal of Social Entrepreneurship*, vol. 15, no. 3, pp. 1005–1024, 2024.
9. G. Finnveden, J. Newman, and L. A. Verhoef, "Sustainable Development and Higher Education Institutions: Acting with a Purpose," *Sustainability*, vol. 11, no. 14, p. 3831, 2019.
10. J. P. Lederach, "The Moral Imagination: The Art and Soul of Building Peace," *Oxford University Press*, New York, United States of America, 2005.
11. C. Warhurst, "High Society in a Workers' Society: Work, Community and Kibbutz," *Sociology*, vol. 30, no. 1, pp. 1–19, 1996.
12. M. Mohieldin, S. Wahba, M. A. Gonzalez-Perez, and M. Shehata, "The Role of Local and Regional Governments in the SDGs: The Localization Agenda," in *Business, Government and the SDGs*, *Palgrave Macmillan*, Cham, Switzerland, 2022.
13. A. Mathie and G. Cunningham, "From clients to citizens: Asset-based community development as a strategy for community-driven development," *Development in Practice*, vol. 13, no. 5, pp. 474–486, 2003.
14. M. J. Page, J. E. McKenzie, P. M. Bossuyt, I. Boutron, T. C. Hoffmann, C. D. Mulrow, L. Shamseer, J. M. Tetzlaff, E. A. Akl, S. E. Brennan, R. Chou, J. Glanville, J. M. Grimshaw, A. Hróbjartsson, M. M. Lalu, T. Li, E. W. Loder, E. Mayo-Wilson, S. McDonald, L. A. McGuinness, L. A. Stewart, J. Thomas, A. C. Tricco, V. A. Welch, P. Whiting, and D. Moher, "The PRISMA 2020 statement: An updated guideline for reporting systematic reviews," *BMJ*, vol. 372, no. 3, pp. 1–9, 2021.
15. Z. Camposs, M. José, E. Barinaga, J. H. Kain, M. Oloko, and Z. Patrik, "Organising grassroots initiatives for a more inclusive governance: Constructing the city from below," in *Swedish International Centre for Local Democracy*, *Lund University Libraries*, Lund, Sweden, 2019.
16. A. Memon, "The Rotary Foundation sets and meets challenging goals," *Rotary News India*, 2021. [Accessed by 09/08/2024].
17. Rotary International, "Supporting the environment becomes a new area of focus," *Rotary International*, 2023. [Accessed by 10/08/2024].
18. K. T. Kotsis, "From Fellowship to Global Force: The Transformation of Rotary International in a Changing Civic Landscape," *European Journal of Management, Economics and Business*, vol. 2, no. 4, pp. 36–54, 2025.
19. R. Russell, R. Hanneman, and S. Getz, "The Renewal of the Kibbutz: From Reform to Transformation," *Rutgers University Press*, New Brunswick, New Jersey, United States of America, 2013.
20. UNICEF, "UNICEF and the Sustainable Development Goals," *Unicef: for every child*, 2023. [Accessed by 11/08/2024].
21. United Nations Centre for Regional Development, "Localizing the SDGs," *UN SDG:Learn*, 2022. [Accessed by 15/08/2024].
22. A. M. Fischer and U. Kothari, "A Challenge for Research in Development Studies on Values, Ethics and Morals," *Journal of International Development*, vol. 23, no. 6, pp. 767–770, 2011.
23. T. Martinek and L. M. Ruiz, "Promoting Positive Youth Development through a Promoting Positive Youth Development through a Values-based Sport Program," *International Journal of Sport Science*, vol. 1, no. 1, pp. 1–13, 2005.
24. L. B. Fontana and J. A. Oldekop, "The sustainable development goals: The bumpy road ahead," *World Development*, vol. 127, no. 3, p. 104770, 2020.

Publisher's Note: The publisher remains impartial concerning jurisdictional claims in published maps and institutional affiliations. Responsibility for the content rests entirely with the authors and does not necessarily reflect the publisher's perspectives.