VOLUNTEERING MANAGEMENT LAB

TOOLKIT

for volunteers and organizations
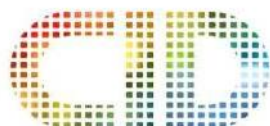
It is always great opportunity to make some good :)

Volunteering for change!

so... Let's start!

This Toolkit was created during *Volunteering Management LAB* project organised by Wielkopolska Rada Koordynacyjna Związek Organizacji Pozarządowych (WRK ZOP) in Poznań Poland between 19th – 25th September 2016 supported by Erasmus+ program. During the training course about volunteering management 24 youth workers from 5 countries (Czech Republic, Germany, Macedonia, Poland and Portugal) were sharing experiences and best practices regarding how to effectively work with a volunteer. Having a very diverse group (people working directly with volunteers, volunteers, and coordinators of volunteering centers cooperating with organisations looking for volunteers) we present here a wide view on volunteering management issues.

This publication is directed to youth workers across Europe involved in work with volunteers, workers of volunteering centers, and all people engaged in promotion and recognition of voluntary work.

We hope that you will find this material useful and it will help you to improve management of volunteers in your organisation or local community.

Good Reading!

Project Team

You must be the change you wish to see in the world!
Mahatma Gandhi

Description:

Training course "Volunteering Management Lab" (September 19, 2016 - September 25, 2016, Poland)

The project aimed at increasing the skills of youth workers working with volunteers in order to strengthen organizations and support the development of volunteering and volunteers.

The project was attended by 27 beneficiaries. Project partners are organizations from 5 countries: Macedonia, Czech Republic, Germany, Portugal and Poland.

In each of these countries, volunteer management system is different. Also legal conditions of volunteering are different, the state of democracy and civil society at large. Working in such a diverse group gave us a chance to capture volunteering as a phenomenon in an international, European context. This allowed to compare ways of working with volunteers and discovering a universal tools for managing volunteers.

Due to the fact that the issues of the project were addressed to the:

➢ Persons working daily with young people who are engaged in voluntary activities;

➢ People working with organizations and/or institutions receiving volunteers;

➢ Volunteers managing the work of other volunteers,

participants were selected on the basis of the evaluation questionnaire completed by them, which was created by the applicant organization and sent to partner organizations. The main criterion was their experience, motivation to participate in the training, and ideas of how the participants will use this knowledge in the future.

Since one of the products of the training was a TOOL-KIT for better management of voluntary organizations/institutions, preference was given to people who have already had experience in activities related to volunteering. In connection with the implementation of the empowerment principle we created a tool, which is practical, both for the organizer of volunteering and the volunteer him/herself.

The workshop lasted 7 days.

THE FIRST AND LAST DAY we dedicated to getting to know each other, creating group, meeting of the Erasmus + information on Youthpass, project assessment and project future cooperation. These activities were organized by a team of experienced trainers.

THE SECOND DAY was spent on general issues related to volunteering, how it is understood in different countries, what are the basic legal aspects, how the participants themselves understand volunteering. We worked on the basis of theoretical knowledge, and based on the experience and knowledge of participants using several simulation games and other methods of non-formal learning.

THE THIRD DAY was dedicated to work with specific tools available to diagnose volunteers, determining educational goals, personal development plan etc. - the introduction of various tools to discover individual strong points, focused on building a resource.

ON THE FOURTH DAY we worked on how to end cooperation with the volunteer, to summarize this experience, indicate further path for development, and help the volunteer realize the acquired competence. The second part of the day was about usage of new technologies in the area of promoting volunteering and skills acquired during it.

DAY FIVE - Panel with non-governmental organizations and other actors organizing volunteer work - to share best practices, experiences, tools and methods in the field of volunteer management. We exchanged experiences between youth workers on this topic.

THE SIXTH DAY was devoted to work on the tool-kit for organizations working with volunteers. We considered in it all the knowledge gained during training and already available materials about working with volunteers. This day was devoted to the planning of the whole concept, the main objective, identifying needs and division of tasks that each organization and the participants will have to take after the training.

THE LAST DAY was an open space for ideas for dissemination of the results, as well as for future cooperation between the organizations.

The specific objectives of the project were:

➢ Increasing the participants' knowledge of training on modern methods of diagnosis needs of the volunteer and creating individual action plans

➢ Improving the competences of those working with volunteers on motivation, communication and conflict resolution

➢ Improving the competences of the participants for effective evaluation of volunteer work, its development and how they can take advantage of existing skills

➢ Improving the competences of the participants in the promotion of volunteering, and especially the promotion of competences acquired by volunteers through online tools

➢ Exchange of experience between the project partners, showing the different types of volunteering with special emphasis on intergenerational volunteering

➢ **Creating a tool-kit,**

We are pleased that we were able to achieve objectives.

INITIATOR OF THE PROJECT

WIELKOPOLSKA RADA KOORDYNACYJNA ZWIĄZEK ORGANIZACJI POZARZĄDOWYCH

Wielkopolska Rada Koordynacyjna Związek Organizacji Pozarządowych (WRK) was **established in 1990**. Today we are **the biggest organisation in Wielkopolska** Region, which associated dozens of non-governmental organisations.

We work for **consolidation** of non-governmental environments, **help** in young initiatives, **development** of international cooperation based on empowerment rules, trust and skill sharing. We inspire to act with the community, we educate, counsel and animate, especially in homelands. Wielkopolska Rada Koordynacyjna ZOP is located in Centrum Bukowska at Bukowska Street, Poznań. Centrum Bukowska is an open and active place, for everyone who wants to act for change.

Operations:

- we are the leader of voluntary service, we teach how to create a voluntary team. For us volunteering is a strong component of the partnership principle. We educate the leaders of organisations, we encourage the citizens to show solidarity,
- we support non-governmental organisations, organisation can get support at every step of development,
- we initiate and we support such processes as: incubation, integration and evaluation during actions in informal groups,
- we offer tools needed during the process of establishing the organisation
- we create the cooperative network, we combine, integrate and produce actions associated with integration of social activists, community workers and inhabitants,
- we initiate international projects, we work with organisations from abroad based on partnership, and best-practice exchange, for instance, among the organisations is something that we always encourage,
- we offer consultations - legal advice at no charge

THE MOST IMPORTANT ACTIVITIES OF WRK:

*Great Poland – Wielkopolska, one of the 16 regions of Poland. Capital city of Great Poland is Poznań.

COMPETENCE CENTER OF THE NGO SECTOR IN GREAT POLAND*:

Supporting the potential of NGOs from Poznań and Wielkopolska through consulting and training; providing all possible support in the process of creating new organizations.

THE GREAT POLAND CENTER OF LEGAL-CIVIL COUNSELING:

Legal-civil advice for residents of Great Poland, regardless of economic status.

THE REGIONAL VOLUNTEER CENTER:

Mediation of volunteering, support by training and consulting animators of volunteering in Great Poland.

THE ADVOCACY:

The advocacy of interests for residents of Poznań and Great Poland through participation in advisory bodies and consultation at various levels of administration.

NON-GOVERNMENTAL ORGANIZATIONS TO GUARD THE CIVIL SOCIETY:

Increasing cross-sector partnerships to solve problems in the local community. Creating the conditions for cooperation between sectors. Strengthening the monitoring of awareness among NGOs in the region.

CENTRUM BUKOWSKA // Invented Name (The building where you are sitting now is called „Centrum Bukowska", because of the name of the street where it actually is. ☺)

This place is open to all active residents of Great Poland. NGOs can count here on substantial support. We have a wide range of training and consulting. People can use our place to create their own meetings, to make new projects etc.

THE GREAT POLAND CENTER OF SOLIDARITY ECONOMY

The main goal is to activate and animate local environments by new work places and organisations. During the project we offer counselling, diverse workshops, provide all possible support in the process of creating new organisations, legal advice and non-returnable finance.

Target group: 436 people at risk of poverty and exclusion, 180 organisations – subject of social economy and 29 local environments.

SOME FORMS OF ACTIVITY:

- Launching and running social, educational, cultural, ecological, health-promoting and regional development projects and ventures;

- Providing guidance, consultations, trainings and other educational services regarding social, educational, cultural, ecological, health-promoting and regional development activities;

- Conducting research, publishing, promoting and informational activity;

- Initiating and conducting activities fostering the development of social economics;

- Overcoming mental barriers and counteracting social exclusion;

- Initiating and conducting actions promoting the protection of human rights and freedoms, and civil liberties, along with activities fostering the development of democracy;

- Initiating and conducting actions promoting European integration and developing relations and cooperation within different societies;

- Initiating and developing cross-sectoral and single-sector cooperation, contributing to the development of civil society

You can find WRK on:

www.wrk.org.pl

www.facebook.com/Wielkopolska-Rada-Koordynacyjna-Zwi%C4%85zek-Organizacji-Pozarz%C4%85dowych-210915028948414/

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ASSOCIATION CENTER FOR INTERCULTURAL DIALOGUE – KUMANOVO

Center for Intercultural Dialogue (CID) is a civil society organization working to promote intercultural acceptance and active citizenship through capacity building processes, education and youth work.

Its mission is to ensure sustainable community development by creating opportunities for quality engagement of civil society, advancing learning opportunities, and active involvement of young people and other citizens. The organization's activity focuses on many aspects which are of interest for young people: from provision of services and information to research and support for policy-making and networking. CID is working to create diverse responsible and cooperative communities where citizens are actively contributing to the social development and integration.

Objectives:

➢ To develop and provide quality learning opportunities within non-formal education for diverse groups of learners

➢ To offer capacity development of civil society to directly involve citizens in community decision-making through inclusive work-practices and networking opportunities

➢ To increase quality of education and learning services through encouragement of cross-sector cooperation, lifelong learning programmes and innovative education tools

➢ To facilitate youth support systems as well as participation mechanisms for young people through quality youth work and inclusive policies development

CID is running the youth support system in the Kumanovo municipality known among youth as the "Multi Културi" youth centers. The main aim of these youth centers is to establish ground for sustainable multi-ethnic cooperation by fostering intercultural learning and communication among children and young people. The youth work offered by CID annually gathers over 2000 beneficiaries.

Youth Participation processes and CID

CID provides the opportunity for many young people in the community to participate in open and structured dialogue with other stakeholders and take part in the decision making process for their importance, both on school and municipal level.

In schools CID is ensuring proper and democratic elections of school councils, and further offers training for the elected representatives to better understand their role in the school decision-making and to undertake initiatives which enable active student participation.

On the local level CID has initiated the creation of the Local Youth Council in Kumanovo – the first one in Macedonia which ensured all forms of organized youth are represented, including the political party youth organizations.

Educational support provided in CID

The development of educational processes, especially in Non-formal Education is one of the strongest points of CID's work in the past years. CID has been dedicated to developing competences of youth trainers to be able to support and promote the process of non-formal learning in different contexts. In order to support the development of trainers' competences CID's trainers have been involved in different training activities in Europe by both delivering training and participating

in training for trainers. CID is offering training and educational consultancy to various public and private institutions and organizations.

CID as facilitator of inter-community dialogue

CID is actively facilitating and participating in civil society platforms which enhance the inter-community relations in Kumanovo and Macedonia. The platform in Kumanovo is focusing on the Commission for Inter-community Relations, and involves other important local stakeholders such as the local institutions, the Municipal Council and the Civil Society Organization. On the national level CID is a member of several civil society coalitions aiming to improve inter-ethnic relations by introducing better legal systems and combating segregation and discrimination

CID International

CID is one of the most experienced mobility agencies ensuring youth mobility through quality educational exchanges and recently involved in general mobility of teachers, school support staff, and people on the labor market in general. CID also offers international volunteering opportunities through summer camps and long term volunteering in Europe and globally.

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http://cid.mk/

https://www.facebook.com/CenterForInterculturalDialogue/

CLUBE VOLEI DE ÉVORA

Clube Volei of Évora is a private, non-profit association founded in 2005 and based in the city of Evora - Portugal, with a local and regional range of action.

Main targets are the promotion of participation in society and democracy processes; human rights education; intergenerational cooperation; the awareness of intervention fields like culture and arts, social inclusion and diversity; and taking an active role in the matters of social and civic development of our community. **All   scope is directed to young adults aged between 18 and 35 years old**, including Portuguese and international, and we use non-formal education strategies in the projects that we are working with. Like any other youth association, Clube Volei of Evora is composed by associated adults and its structure is constituted by one administration/board; one Assembly and one Financial Council, together with some positions created to help the board. Association is registrated in the Portuguese Institute of Sports and Youth (Instituto Português do Desporto e Juventude) through the "National Registry of Youth Association" (Registo Nacional do Associativismo Jovem), which is the organism that officially recognizes an organization as a youth association. We are also affiliated to the "National Federation of Youth Associations"(Federação Nacional das Associações Juvenis), giving the tools and the platform to be more politically active, both regional and national. The "Municipal Council of the Youth" (Conselho Municipal de Juventude) is a kind of assembly managed by the municipality, where the youth politics are discussed with all the youth associations on the region, a place where Clube can be active and participating in the matters that affect the young adults. What is more, the organisation has the opportunity to make a bridge between the municipal authorities, youth policies and other associations.

HODINA H.

Mission Hodina H is to get, elaborate and provide information, first of all to children and young people, to ensure in this way their right to have information, support permanent and sustainable learning and personal development, full-valued leisure time spending, to develop international cooperation, voluntarism, active participation of children, young people and general public in the public events, to assist and facilitate the citizens' education. **Special emphasis is put on the services**

for children, young people, and young people with fewer opportunities. The seniors – elderly people, parents with children and general public are not missed out.

Main fields of work of Hodina H are information, non-formal education, volunteering, international cooperation and personal development.

Hodina H was established in 2002, has over 200 members, over 30 volunteers, 3 sister organisations working as its branches. Hodina H has 12 years of international and intercultural experience as a coordinating, hosting and sending organisation for the international intercultural youth projects at the European level and within the partnership with other regions of the world. Hodina H organized and cooperated in more than 100 youth exchanges within the Youth and Youth in Action Programme. The staff, members and volunteers have experience as coordinators, organisers and participants. The experience is very rich topic-wise, and experience is the main basis of the background of Hodina H activities: non-formal education, trainings and expertise in this field with focus on quality and creativity.

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EUROSOZIAL E. V. PARITÄTISCHER VEREIN FÜR DEUTSCH-POLNISCHE UND EUROPÄISCHE ZUSAMMENARBEIT

2004 Foundation of the Association

- 11 regional associations of the Parity Welfare Association
- German Parity Welfare Association (The Paritätische)

The main focus of the association is to give support to the members (Member Organization) developing their projects and partnerships.

The assignment:

- Platform for co-operation between social NGOs from Germany, Poland and also from other European countries; exchange of information and experiences
- Common work for the improvement in the structural conditions of the development of social NGOs
- Advice and support in the establishment of international contacts and co-operation among social NGOs; consultancy in financing, project management issues etc.
- Development of international pilot projects with regard to social, family, youth, disabled and senior citizen politics

Eurosozial activities include the support of the development of projects between:
- regional associations of the Parity Welfare Association and its Polish partner associations in the various Polish regions (voivodships)
- German Parity Welfare Association (The Paritätische) and Polish Working Community of Associations of Social Organisations (WRZOS)

The existing inter-regional partnerships, for example:
- Bavaria Parity Welfare Association with Forum Lublin NGOs FLOP
- Berlin Parity Welfare Association with Federation subservient organizations Mazowia (Warszawa)
- Brandenburg Parity Welfare Association with Association Lebuser NGOs ZLOP (Zielona Góra)
- Mecklenburg-Vorpommern Parity Welfare Association with West Pomeranian Forum Social organizations ZaFOS (Szczecin), Hannover Parity Welfare Association with Association of NGOs WRK (Poznań)

CONTACT:

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CZECH REPUBLIC

Volunteering has a long history in the Czech lands. We could trace its origin back to the National Revival era and later to the time of the 1st Czechoslovak state after 1918, when volunteer groups significantly influenced the cultural development of the country. **At present, volunteers are mostly involved in activities concerning** environmental protection, humanitarian aid and human rights. Volunteering in medical and social spheres and in the fields of culture, sport, education and work with children and youth is also popular.

Volunteer is a person who decides from his or her own will to dedicate the time, knowledge and experience for the ones in need or activities without demanding reward.

You can become a volunteer in different kinds of organisations (working area: health, social, education, leisure, etc.).

In the Czech Republic it is possible to make a distinction between two kinds of volunteering, depending on whether a volunteer is or is not a member of the organisation he or she volunteers for. The first kind is also called „mutually beneficial volunteering" as opposed to the second kind which is called „publicly beneficial volunteering". The Law on Voluntary Service applies to the latter one only.

Volunteering as a publicly beneficial activity is understood as the willingness of a person to invest a part of their time and energy into helping an organisation or an individual without having any friendly or other direct relationship with the receiver of the aid.

Volunteering is beneficial:

    a. for the receiver, as well as for the volunteers themselves, as they gain new friends, experiences and competences

    b. to the general public.

The main factors that motivate individuals to volunteer include the opportunity to experience new opportunities that may influence their future lives or career choices. In addition, volunteering is attractive for its diversity. Volunteers meet new friends, generate new experiences, find new solutions to problem, gain new perspectives and also have fun. Increased self-confidence is considered to be a very important. and significant outcome of volunteering.

The work of voluntary fire fighters is an excellent example of mutually beneficial volunteering which is also of great help to the wider public. Voluntary fire fighters collaborate on cleaning away the aftermath of floods and other natural disasters, such as ecological accidents, and they also help with preventing fires and other undesired events. Most volunteers work for non-governmental nonprofit organisations which after 1989, in addition to restoration of their activities, promote volunteering as one of the civil virtues that is considered a matter of course in many countries of the world.

At present, the biggest numbers of new volunteers are engaged in the fields of ecology, humanitarian aid and human rights, in social and medical facilities and in the spheres of culture, sport, education and work with children and youth.

There is a specific law. Date of entry into force: Law nr. 198/2002 Statute book, about voluntary service and changes of some laws came into force on January 1st 2003. Date of changes if applicable: There was Amendment of the Law nr. 86/2014 Statute book, which changed Law nr. 198/2002 Statute book, came into force on June 5th 2014.

There is a system of accreditation of the organizations and their volunteering programmes. The organization applying for the accreditation must be civic association (any type) giving evidence of being able to manage the voluntary programme. The accreditation defines the terms of volunteer, voluntary service, sending organization, hosting organization etc. The accreditation has to be sent to the Ministry of internal affairs. It is optional, not obligatory.

Usually people from 18 years old (mostly adults and seniors) are involved in volunteering.

Public perception of volunteering has been changing since 1989, slowly developing, slowly growing positive perception and spreading in various types of organizations.

The motivation for becoming a volunteer may vary. According to the research done by the Hestia National Volunteer Centre in 2010, the most frequent motivation is the pleasant free-time activity, the self-realization or the opportunity to make use of personal competences.

There is also a significant international element in volunteering. For many people, it can be a chance to closely explore the hosting country, its culture, improve their language skills and thus gain valuable experience for future life and work.

The image of volunteer work as an undertaking, duty or a generous gift traditionally rooted in the CR is fortunately fading away now. Volunteering and organisations dedicated to these activities have been fully developing in the CR since the 1990s. The Czech Republic also cooperates with the global United Nations Volunteers (UNV) organisation, which facilitates Czech volunteers to help all over the world.

Volunteering within nonprofit organisations is a common practice in the CR, but the already mentioned corporate volunteering is also becoming increasingly popular. There are many companies and platforms that aim at participating in these activities. In general terms, volunteering in the CR has seen a gradual increase of actively participating people. Sadly, the number of people and regions in need is growing as well. There are volunteer centres in the CR that focus on volunteering management, and cooperate with other nonprofit organisations with the aim to involve as many people as possible in solving the problems of the society, as well as to provide useful information about volunteer activities in the given region.

More information:

Study on Volunteering in the European Union Country Report Czech Republic NATIONAL REPORT – CZECH REPUBLIC

http://ec.europa.eu/citizenship/pdf/national_report_cz_en.pdf

http://www.neziskovky.cz/clanek/1662/0/home/english/

http://www.dobrovolnik.cz/l_co.shtml

GERMANY

In Germany, several different terms are currently being used to describe volunteering activities. Some of them are used as synonyms whereas there are recognised differences between others. Distinction can be made between definitions that are used to describe the following **two broad types of volunteering:**

    a. **Traditional forms of civic engagement, exercised predominantly** 'for others and connected to permanent memberships (e.g. „Ehrenamt"). Such civic engagement activities often take place within the framework of large-scale organisations, e.g. churches, unions, parties, welfare associations (such as voluntary fire brigades) and sport clubs.

    b. **Volunteering activities exercised primarily for the individual him-/herself** (e.g. „freiwilliges Engagement"). This type of activities, which are characterized by them being „fun", active participation

The following terms are being used at present:

    a. Ehrenamt **('honorary office / work')** or ehrenamtliche Tätigkeit ('honorary office activity'). These terms stem from the 19th century and refer to voluntary engagement in formal organisations, e.g. associations, societies or clubs. The voluntary work is either unpaid or an expense allowance is received. Literally translated, the terms refer to a „task or an office

assumed on honorary basis", however, experts have considered this definition as too restrictive.

b. Freiwilligenarbeit (**'voluntary involvement'**) or freiwilliges Engagement ('volunteering'). Today, these activities may be performed as part of formal or informal organisations and include sports and recreation, culture, self-help or neighbourhood activities and activities in civic action groups. In order to reflect this wide range of activities, the concept „voluntary involvement" was introduced.

c. Bürgerschaftliches Engagement **(voluntary civic activities).** In the final report of the Federal Parliament's Study Commission on the Future of Civic Activities, the term „voluntary civic activities" was used to emphasise the specific character of all activities assumed voluntarily.

d. Freiwilligendienste (volunteering services). In Germany, volunteering services often refer to volunteering that young people carry out for a year as part of an official programme after they have finalised their upper secondary education, and before they start university studies (for example, „Voluntary Year of Social Services" or „Voluntary Year of Ecological Services"). Other types of volunteering services do, however, also exist, such as voluntary services abroad.

1. Voluntary Youth activities (Jugendfreiwiligendiesnste), which is aimed at supporting and professional orientation of young people. The Act was introduced on 16 May 2008. The Act distinguishes among program voluntary Year Social (Freiwiliges Soziales Jahr - FSJ), but also voluntary Year of Ecological (FÖJ), volunteer for the protection of monuments (FJD), volunteer for political development (FJP), volunteer for science, technology, development (FJN) , international youth.

   https://www.bmfsfj.de/bmfsfj/themen/engagement-und-gesellschaft/freiwilligendienste/jugendfreiwilligendienste/75896

2. Volunteering (IJFD), European Voluntary Service (EVS), international work camps in the country and abroad.

3. The department voluntary (Bundesfrewiligesdienste - BFD), which entered into force on 1 January 2011. The program is intended for people over the age of 26.

Federal Voluntary Service

At the Federal Voluntary Service citizens can engage of all ages. Volunteering should provide social, ecological, cultural and intercultural competences and strengthen the sense of responsibility.

Volunteering in the Federal Voluntary Service gives social skills and strengthens the common good. On 1 July 2011, the Federal Voluntary Service started. The aim is to provide all people who are interested in voluntary service a suitable space available and create the financial prerequisites for use that benefits everyone involved. In order to achieve this goal and to win the citizens for volunteering, the conditions were attractive designed.

Everybody can participate

All girls and boys (after completion of full-time compulsory), women and men, and seniors can do common good at the Federal Voluntary Service in social and environmental areas, but are also involved in other areas such as sports, integration, culture and education and in civil defense and disaster protection.

The commitment must be between six and 24 months long and it is for those who are older than 27 years old, also part-time is possible. The volunteering experience can be also counted as an internship and to pass the time, such as between school and study. Volunteers are professionally trained during their engagement and attend seminars about civic education. Volunteering in the Federal Voluntary Service is to provide social, ecological, cultural and intercultural competences and strengthen the sense of responsibility for the common good. In addition to the Federal Voluntary Service there is the possibility to get involved in the Voluntary Social Year (FSJ) and the Voluntary Ecological Year (FÖJ). In 2015 more than 37,000 volunteers were deployed. In Germany "older" volunteers (OB 27) the proportion is currently 30.5 percent share of federal volunteer service providers. The sex ratio is balanced.

More information:

https://www.bmfsfj.de/bmfsfj/themen/engagement-undgesellschaft/freiwilligendienste/bundesfreiwilligendienst/75014

Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – GERMANY

MACEDONIA

Volunteering, according to the legal definition, is an activity of interest for the Republic of Macedonia, which contributes to improving the quality of life with active participation of people in social life and development of human and egalitarian democratic society.

The term volunteering stands for voluntary provision of personal services, knowledge and skills and / or performing other activities that benefit other persons, entities, organizations and other institutions without compensation. This law does not limit the possibility to provide volunteer services that are not consistent by nature, on a voluntary basis, without compensation.

There is a Law for Volunteering (Official Gazette No. 85/07), consisting of 26 Articles, which regulate the status of a volunteer.

Organizers of volunteering can be:

- Associations of citizens and foundations;

- Religious communities or religious groups;

- Public institutions or

- State bodies.

The organizer of the volunteer work from paragraph 1 of this article, determines the need of engagement of volunteers, types of services and the manner and procedure of providing them, based on the Volunteering Programme.

I. **General Provisions**

Article 1 *This Law regulates volunteering, the conditions and manner of volunteering, the rights and obligations of volunteers and the volunteering organizer, the contract for volunteering and voluntary work records.*

Article 2 *The volunteering is an activity that is of interest for the Republic of Macedonia, which contributes to the improvement of the quality of life, with active participation of people in social life, as well as for development of a human and egalitarian democratic society.*

Article 3 *The term volunteering stands for voluntary provision of personal services, knowledge and skills and/or performing of other activities for the benefit of other people, bodies, organizations and other institutions without compensation. This Law does not limit the possibility to provide volunteer services that are inconsistent or accidental by nature, on a voluntary basis, without compensation. The term volunteering, according to this Law, does not mean performing volunteering experience, according to the Law on Labor Relations.*

Article 4

A volunteer is a natural person that provides services, skills and knowledge for the benefit of other people, bodies, organizations and other institutions on a voluntary basis and without financial or any other personal gain.

II. Conditions and the manner of volunteering

Article 5

A volunteer can be a domestic or foreign physical person. A volunteer can also be a minor with a written consent by his/her parents or guardians. A contract for volunteering with a minor can be concluded only with a written consent from his/her parents or guardians. The provisions from the Law on Labor Relations, which refer to the protection of persons between 15 and 18 years of age, shall be applied appropriately to the minors that do volunteering.

Article 6

Organizers of volunteering can be:

- association of citizens and a foundation;

- religious community or religious group;

- public institution; and

- state body.

The organizer of a volunteering from paragraph 1 of this Article determines the need of engagement of volunteers, the types of services and the manner and procedures of providing them, based on a program for volunteering.

(…)

Article 9

The organizer of the volunteering must not put the volunteer in an unfair position on the basis of his/her the race, skin color, gender, age, health condition, respectively invalidity, religious, political or other conviction, national or social background, family status, property condition, gender orientation or because of other personal circumstances.

The above mentioned bodies are the ones who organize volunteering work, and there as volunteer centers usually serve the NGOs which need volunteers or can provide volunteers with volunteering positions in other countries in the Erasmus + and other programmes.

In volunteering are involved usually young people, between 14 and 30 years of age, performing voluntary services but it is not so uncommon for citizens from 30 to 70 to get involved in humanitarian actions.

NGOs do not have the support of the state but they have to apply for projects in order to be able to provide young people with volunteering space and conditions.

This is mostly based on personal opinion, but people are still not used to volunteer as much, and they do not have that habit. Also, since it is not a paid position and the situation in Macedonia is such that

people don't have jobs and are in constant search for them, they are not really in the position of providing their voluntary services.

POLAND

The Act of 24 April 2003 on Public Benefit and Volunteer Work (Dz.U. No 96, item 873, as amended) is a good example of comprehensive solutions in the **legislation on volunteering activities**. **The aim of the Act is to ensure balance between protection of basic entitlements of volunteers and flexibility of the legal relationship.** Pursuant to the statutory definition – a volunteer is a person who provides services voluntarily and without payment, under the provisions specified in the Act (Article 2 point 3), where a member of an association may also be a volunteer (Article 42 paragraph 3).

For the first time in Polish law terms such as "volunteer", "non-governmental organization" and "charitable activities" were defined. The Act regulates the rules of engagement of volunteers, their rights and duties and elaborates their benefits. **The implementation of the law is supervised by the Department of Public Benefit appointed at the Ministry of Labour and Social Policy.**

What is important, the regulations concerning volunteer work (with several exceptions) are independent of the Labour Law regulations. This is reflected, among others, in the provision stating that to agreements concluded between the beneficiary and the volunteer, within the scope not regulated by the Act on Public Benefit and Volunteer Work, the provisions of the Civil Code shall apply (Article 44 paragraph 5). This constitutes an important guideline for interpretation, which makes such relationships (within the scope not regulated by the Act) subject to the civil law principle of freedom of contract and not to the complex regulations of the Labour Law which serve other purposes. Moreover, provision of services by volunteers is not an obstacle to acquiring the unemployed status (Article 2 paragraph 2 point 1 of the Act on promotion of employment and labour market institutions).

In order to enhance the security of rights of both parties, the scope, manner and time of provision of services by volunteers should be specified in an agreement concluded with the beneficiary, which has to provide the possibilities of its termination. A volunteer should provide services for a period exceeding 30 days, the said agreement shall be made in writing, if for a shorter period, the beneficiary, at the volunteer's request, shall confirm the agreement's contents in writing.

The **non-negotiable** entitlements of a volunteer include,:

- right to information on health and safety risks connected with the provided services and on the rules of protection against hazards as well as about rights volunteers are entitled to and obligations they are responsible for,

- safe and hygienic conditions of services provision, including appropriate personal safety measures determined by the type of services provided and the related hazard under separate legal provisions applicable to employees,

- casualty insurance (if services provision lasts for a period of less than 30 days, such insurance is guaranteed by the beneficiary and if volunteer work is provided for a longer period of time, a volunteer is entitled to such insurance pursuant to the Act of 30 October 2002 on provision on account of accidents or occupational diseases resulting from specific circumstances),

- if a volunteer is delegated to provide services in the territory of another state, where an armed conflict, a natural disaster or a natural calamity occurs – the volunteer is entitled to casualty and expatriate medical insurance, their costs should not be covered otherwise, in particular under the coordination provisions set out in the Act of 27 August 2004 on health care services financed from public funds.

Moreover, **unless the volunteer releases the beneficiary** in full or in part from such obligation, the volunteer is entitled to reimbursement of travel expenses and to allowances, under separate legal provisions applicable to employees.

The beneficiary may also cover: other indispensable costs incurred by a volunteer, connected with provision of services for the beneficiary as well as costs of trainings and third party insurance in relation to the provided services as well as casualty insurance and expatriate medical insurance (optional in other situations than delegation to the territory of another state, where an armed conflict, a natural disaster or a natural calamity occurs).

According to the Act on Public Benefit and Volunteer - a volunteer is one who voluntarily and knowingly and without payment is involved in work for the people, non-governmental organizations, as well as various institutions operating in various social areas. These institutions can not use the work of volunteers at their business, which is explicitly prohibited by the law.

In fact, the volunteer gets a number of intangible benefits:

- the satisfaction of fulfilling their motivation (sense of meaning, recognition from others, increased self-esteem etc.),

- gaining new friends and acquaintances,

- gaining knowledge, experience and new skills, and therefore better position in the labor market.

The term goes beyond relationships with family and comradely-friendly meaning that not all work for others it is voluntary. Eg. To help one's grandmother is not volunteering, but helping an elderly person in a nearby hospice or nursing home - is.

At its inception, volunteering had no institutional framework, which sometimes existed in the church organizations, self-help, and finally NGOs.

- The basic concept associated with volunteering is the motivation. In order for voluntary work to be successful, it is necessary for both the volunteer and the organization cooperating with him/her to be aware of the motivation of the volunteer.

  The most common motivations of volunteers:

- the desire to do something good, useful;

- the need for human contact or making new friends;

- desire to be needed;

- willingness to repay the good which has been received (see also: philanthropy, humanitarianism);

- willingness to learn new skills and work experience in life;

- religious motives (see also: charity).

Year 2001 has been declared by the United Nations International Year of Volunteers.

The year 2011, by a resolution of the European Commission, has been recognized as the European Year of Volunteering and Civic Activity.

December 5th every year is celebrated as the International Day of Volunteers Supporting Economic and Social Development.

Volunteering in post-war Poland was limited to the Polish Scouting Association and the movements and church organizations, however, since 1990 it began to grow in numbers of non-governmental organizations.

In Poland there is the National Network of Volunteer Centers **which are responsible for**: promoting the idea of volunteering, making connections between organizations/institutions and people wanting to become volunteers; preparation of both groups to cooperate, consulting change legislation and strategies on volunteering and social activity.

The Nationwide Network of Volunteer Centers consists of the regional and local centers. **Each Regional Volunteer Centre is an NGO**. Its status as an association registered is recognised in the National Court Register. The main tasks of a centre include: carrying out a Job Centre for Volunteers; promoting the idea of volunteering; providing training activities in the field of volunteering; implementing the Thematic Volunteering Programmes; assisting in creating Volunteer Centres; and providing information and advice on volunteering.

The network was established in the 90's, and as the first has defined volunteering in Poland:

Volunteering (lat. Voluntarius - voluntary) - voluntary, free, conscious work for the benefit of others or society as a whole, beyond relationships with family and friends. A volunteer is a person working on a voluntary basis.

More information:

www.wolontariat.org.pl

www.pozytek.gov.pl

http://blog.e-wolontariat.pl/category/e-volunteering-in-poland/knowledge-gathering-en/?lang=en

Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – POLAND

http://www.klon.org.pl/

www.ngo.pl

PORTUGAL

There is a volunteer status defined by a law since 1998. Law 71/98 from 3rd November. Volunteering are the actions with social and community interest, made by people without other interests. These actions could be made in the service of individual, families, or for public and private entities".

The law also says that it does not recognize as volunteering actions, even disinterested, which have an isolated and sporadic nature, or are determined by family reasons, friendship and good neighbor relations.

According to the law, the promoters can be associations in the public institutions of central, regional or local authority or other legal persons of public or private law, legally constituted and meeting conditions to integrate volunteers and coordinate the exercise of their activity, or other socially recognized organizations that fulfill conditions to integrate volunteers and coordinate the exercise of their activity.

There are no governmental centers of volunteering, but a lot of good practices exist of volunteering networks. For example when Portuguese food bank against hunger does national campaigns, they work together with scouts, who actually collect the food in supermarkets.

The law expressly excludes from its scope of application those activities carried out in an isolated or sporadic way or on the basis of familiar, amicable or similar relations, as it considers that voluntary activities should be of substance and be carried out on a regular basis. A volunteer, according to the Portuguese law, is an individual that in a free and responsible way commits himself/herself to

perform voluntary activities within an organisation, according to his/her skills and time available, without the expectation of payment. Another classification of volunteering, presented by the National Council for Volunteer Promotion refers to an activity done of one's free will for the benefit of others.

In our city, Évora, there is also good practice, because one big Foundation has a volunteer bank, where people can register, and they arrange a place for people to be volunteers following the law.

According to a study from 2012, volunteering in social and charitable vocation institutions (IPSS and Hospital Volunteer groups) tends to be more aged (more than half of the volunteers in the private social solidarity institutions have more than 45 years and in hospitals exceed 80%), whereas in associations of firefighters (the physical demands of the tasks) and the youth Associations (by its own statutory nature), there are especially young people.

According to the law, "The State recognizes the social value of the volunteer, as an expression of a free and solidary citizenship action and the State promotes and guarantees their autonomy and plurality." The State also supports volunteerism in the form of funds, by giving them to organizations to develop projects.

In general the public perception in Portugal on volunteering is positive. The people see volunteering as something positive, not only for the recipient but also for those who practice it, and who are enriched intrinsically. However there is a barrier sometimes difficult to decide between what is voluntary and what is exploration; there are also some companies that take advantage of the volunteer. This point has gained more importance in times of crisis, as companies explore volunteers using their argument that a volunteer is gaining experience, while working for free.

More information:

Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – PORTUGAL

CHALLENGES OF VOLUNTEERING

There are a lot of challenges in Europe for volunteering. Here are some examples of challenges in volunteering in some countries in Europe.

The Portuguese participants said that one of the biggest problems is the lack of financial support. They said that there is a lack of financial support, not only from the government, but also from the companies. With respect to the government, they said that, for example, when a youth association

submits a program and gets governmental funds, they only receive funds after the project conclusion, and sometimes a long time after that conclusion. Sometimes the project has to undergo changes, for budget issues (cause they do not receive the money, they have to change the original project). The same happens with the private sector sometimes. It would be much better, if the financial support were given before the start of the activity.

Another problem advanced by the Portuguese is the exploitation of the volunteer. In Portugal there are a lot of events that give the companies big profit, and they keep recruiting volunteers, without remuneration, and sometimes place them in precarious conditions.

Although democracy has recently stimulated the development of non-profit institutions in Portugal, their influence has been confined to a relatively narrow field of activity, primarily provision of social services. This sector, therefore, faces a number of critical challenges:

- Recruitment of skilled volunteers;
- Need to strengthen the legal framework;
- Lack of data;
- Perceptions and prejudices;
- Need to strengthen volunteering infrastructure.

The lack of qualified human and financial resources is a common problem in Portugal, and this is having a great impact on the progress of voluntary work and the Third Sector. Volunteers complain about the lack of benefits and financial help given to them in their work. They also ask for a more favourable volunteering legislation, including fiscal exemptions, medical insurance, and time counting for retirement.

Polish volunteers focus their challenges on how to find leaders and develop useful skills. They highlighted that there are a lot of different types of volunteers and it is challenging to select them for different types of events. They also shared with the group the challenge in volunteering of how to create effective events, that really make a difference.

The greatest obstacle identified by the majority of the NGOs relates to the limitation of financial means at their disposal. Lack of financial resources is also perceived to be a frequent and common problem that impacts greatly the progress of volunteering and the third sector. As a result, the ongoing struggle for funding continues to curtail possibilities for volunteering and narrows the scope of potential activities. It should however be noted that there exists a group of highly professional and financially prosperous organisations within the sector. According to the literature, Poland is facing an

„oligarchization" of the third sector which means that alongside smaller and/or less financially prosperous NGOs, there are large influential organisations that shape the Polish institutional environment according to their interests. These organisations are criticised for their detachment from grassroots and ambivalent linkages with public administration and politicians.

The second most frequent challenge reported by organisations is the lack of willingness by individuals to work altruistically. Other problems encountered by NGOs according to the 2004 survey included:

- overly bureaucratic public administration;
- overly complicated formalities related to benefiting from grants, sponsors and European funds;
- unclear rules of cooperation between the organisations and public administration;
- lack of access to reliable information important for the organisations;
- imperfection or lack of rules regulating the work of the organisations;
- difficulty in keeping good staff and volunteers;
- high taxes;
- lack of cooperation or conflicts among the non-governmental organisations;
- excessive control by public administration;
- abandoning the mission, for which the organisation had been created.

The Czech group said that their challenges are specially cultural. They said, for example, that the Czech language is an obstacle for volunteering in Czech Republic, because it makes it difficult to recruit volunteers from other countries, but they remember that there is always English language. They also refer to cultural issues, like money and food. Another challenge referred by the Czech group is the difficulty to bring together in the Czech Republic people from different areas - USSR, West EU.

On one level, mistrust and apprehension nourished by tabloid media has been identified as the main challenge to the development of volunteering. Concerns have been voiced that the state of the post-totalitarian society is unhealthy and patterns of the past era are still present. As such, it is noted that the notion of volunteering is unacceptable for many people. It was also reported that the state policy regarding volunteering is relatively fragmented. Further key challenges highlighted relate to a distinct lack of understanding of what volunteering is all about. Here, it is important to

understand the expectations of potential volunteers and the volunteer involving in an organisation in order to ensure problems and misunderstandings are addressed in a positive way. A further key challenge is linked to the requirements of the Czech Law on Voluntary Service that prevent individuals from being members of organisations for which they volunteer. It was reported that the challenges to volunteering are being addressed one by one. There is evidence that suggests that more people are participating in volunteering. It can be generally said that all the interviewed parties were positive about both the present situation and the future of volunteering. **In addition, promoting the benefits and value of volunteering through education and training**

opportunities has been highlighted as a significant opportunity.

The German group said that their challenge is the school system, who lets little time for students to do volunteering. Because the school takes much of their time, it is difficult to motivate young people to enter in the world of volunteering. The other challenge they showed, is that the age to be a volunteering youth ends at 27.

In Germany, different administrative levels have different roles and responsibilities in relation to volunteering. For example, whereas the framework and benchmarking are established at the national level, at the regional level the key questions that still remain unaddressed include insurance, certification and legislation. Stakeholders share the view that while challenges are encountered at all levels, the main challenges are experienced at the local level, and this is where the volunteering takes place. From the perspective of volunteers, the main challenges commonly encountered are, according to the National Survey:

- Financial constraints, in particular when it comes to funding volunteering projects and,

- Inadequate venues and lack of equipment.

Volunteers see scope for improvement in the following areas:

- More financial resources for specific projects;

- Better infrastructure (venues, material, etc.);

- Better advanced training opportunities;

- Better specialist support;

- Less bureaucratic procedures for reimbursement of expenses,

- Improved recognition of volunteers by salaried/employed administrators,

- Better financial remuneration of volunteers.

The CEV report „Voluntary Action in Germany – Facts and Figures" also points out three major challenges for volunteering organisations. First, according to the report, the financial situation of the volunteer agencies seems to be „extremely difficult"; they do not have sufficient financial resources to ensure strategic development of their aims and to enable them to become development agencies that also create and run their own projects in the field of volunteering. Indeed, there is no federal funding available for volunteer agencies.

Secondly, the report suggests that the current statutory accident insurance and third-party liability for citizens who volunteer should be extended to further areas.

Third, bureaucracy should be reduced. For example, the present public funding and governing grants practice could be simplified.

The group from Macedonia indicated two challenges. The first is the legal framework, which is not clearly defined when it comes to volunteerism. There are divergences on whether the volunteer should be paid or not, so it is quite confusing how volunteers should be treated, since nothing is defined. Another problem connected to the legal framework in Macedonia, is the need to obtain a volunteer visa, and volunteers are not recruited in an organized way. The group also paid attention to financial issues, because the country is now transitioning to market economy and there is a rare financial security. So volunteerism is "forgotten" over the need to find a normal job.

Sources:

Participants's experiences, Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – PORTUGAL, Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – CZECH REPUBLIC, Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – POLAND, Study on Volunteering in the European Union Country Report Portugal NATIONAL REPORT – GERMANY

NEEDS AND MOTIVATION

In order to have volunteers work successfully, there are several problems to combat, of which we will be explaining two:

First, their inner needs have to be satisfied, and second, their motivation has to be kept up.

Now we will be trying to define needs and motivation set in the context of voluntary work, as well as to give a recommendation, followed by a tool on how to upkeep motivation and provide the satisfaction of a volunteer's needs in the form of a generalized checklist.

As Mentors are a very important aspect of dealing with the needs and the motivation of volunteers themselves, we will give a short scheme of the qualities a mentor should hold:

- available
- good listener/active listener
- empathic
- knowledgeable

Definition of needs: the resources and circumstances that have to be given in order to make it possible for a volunteer to conduct his work successfully.

The model of Maslov's Pyramid applies to the needs a volunteer might be exposed to during his work, though we will only take the upper three levels into consideration for the checklist as the lower two levels can be seen as self-explanatory.

Definition of motivation: the inner or outer impulse for a volunteer to be willing to invest energy and time in his work. This might be, for example, his values, like holding the wish to help and support other people as well as the perspective of being rewarded for his work.

This tool is a guide for both perspectives: for the volunteers it shall be a way of motivating themselves as well as checking if they can improve their motivation even further, and additionally to find a way to satisfy their needs if there appears any deficit, and for guides/mentors/tutors it shall be an instrument on how to make it possible for their volunteers to work both satisfyingly, as well as effectively, or, in other words, this tool shall help to make the collaboration work smoothly.

Checklist:

1) It is of high importance that a volunteer gets positive feedback regularly during his work, as well as that people appreciate his work and recognize it as useful, as long as it is. This can be reached by simply asking the people a volunteer is working with about his work. Plus, an established evaluation system might help the volunteer getting to know about his work from the perspective of others.

2) The tasks given to a volunteer should be neither too demanding nor not demanding enough, because if they are overstraining, a volunteer will not be able to solve them and will loose motivation, and if they are not demanding enough, a volunteer will loose interest quickly. This can be achieved by the competence of the mentors as well as the feedback a volunteer gives his mentors.

3) There should be a reasonable amount of free time for a volunteer for his work in order to give him the opportunity to have a compensation for his work and to follow his interests in order to maintain his/her motivation and also to satisfy his/her needs.

This can be achieved by scheduling the work that has to be done for a longer period of time, for example the following few days or weeks, and to regularly refresh the schedule when a part of a task has been accomplished.

4) Everyone needs social contacts in order to be able to get help from time to time, or also to provide help or just share success, or simply to have a good time together.

This can be achieved by the volunteer by simply being open-minded and getting in contact with people, as well as trying to be working on tasks in groups. Also the organization/mentors could be trying to provide tasks that can be solved in teams.

5) The tasks a volunteer may be exposed to should be at least in some degree in his/her interest, or at least be linked with some kind of reward system, because if this is the case, a volunteer will automatically put more energy and time in his/her tasks. In order to be working on tasks of someone's interest, one should apply for projects that provide tasks and projects of his/her interest. Also, in case someone finds a project of his/her interest, he/she should be talking to his mentors about ways to get involved in that project/task.

6) It is a very important thing to know the purpose of someone's work, because knowing this often leads to an automatism of putting energy and time in a project. This can be achieved by trying to visualize the purpose of one's work as well as by talking with mentors and other participating people about it.

7) There should always be an advisory background system consisting of mentors/persons that can provide help for the volunteer (such as this tool) in order to give the volunteer the impression of safety because this leads to more security and a higher self-confidence in his/her work, and furthermore helps him/her to solve problems he/she might face during his work. This can be achieved by providing informational as well as personal help for a volunteer via phone numbers of the mentors/participants in the organization.

8) A volunteer should have the opportunity to bring up his/her own ideas, as long as they are realizable and useful for his/her work or for other people, given the fact that the existing resources like time, material, personnel can provide this. This can be checked by the volunteer through thinking about the resources needed for his/her idea and seeking advice from his/her mentors on whether his/her idea finally can be added to the programme.

9) Also there should be the opportunity for a volunteer to be able to schedule his/her time in a way that gives him/her the opportunity to visit his/her family/friends from time to time, he/she should be involved in a project that is taking place farther away from his/her friends/family/home. This could for example be achieved by accumulating free time through working on a few weekends to have one weekend free to spend as he/she wishes, or through trying to finish work that had been set beforehand for a fixed amount of time before the deadline ends, in order to have some free time.

10) The whole volunteering experience should be conceived of in a way that lets a volunteer see the effects of his/her finished tasks if possible, because seeing the positive results of someone's work contributes to a high self-esteem and also visualizes where someone's time and energy has been invested in. This could for example be achieved by dividing a major task into smaller tasks by setting layovers, for example by splitting such a task into daily or weekly goals.

11) In order to provide a more diversified work experience, it is always a good thing to be offered the opportunity to try out different fields of work, as thus a volunteer might hold a higher interest and motivation for a longer period of time because it is then less likely that he/she gets bored by the monotony of a single task. Perhaps this could be realized by a rotational system in which a number of volunteers exchange the fields of working with each other on a regular basis.

12) There should be regular reflective conversations between volunteers and their mentors to monitor whether a volunteer's needs are satisfied and his/her motivation is maintained, in order to make it possible to work on unsatisfied needs or a lowered motivation as soon as possible with the specific measures that might solve the problem in the referring situations. A plan to have regular conversations might be a solution or even a tool to prevent upcoming problems from causing a greater negative impact.

13) Just in order to check whether his/her self-evaluation are realistic, a volunteer should always ask himself/herself how good his/her work is for his/her organization and how much he/she deserves from the work he/she has already done This might help a volunteer to cope with situations he/she might not like due to their difficulty, monotony or time consumption.

MANAGEMENT AND RECRUITMENT OF VOLUNTEERS

Volunteer management is a key position in the leveraging of an organization's resources, on a pair with fundraising/development and human resources. Volunteer management is the gateway to the community, providing citizens with opportunities to become more involved in local issues and global causes, and serving as a grassroots source of public relations and marketing. Volunteer management ensures that there is community buy-in of an organization's mission, thereby strengthening an organization's credibility in the eyes of the public. Volunteer management is the guardian of well-being, for volunteers and constituents, and for the organizations involving them.

Sequence of Events about the Recruitment of potential volunteers

Getting ready for the volunteer experience: an organization duty

Traditional routes to volunteering are changing and organisations are competing for volunteers. Those who donate time want to know if it is well spent, that work is well organised and their contribution is valued.

Volunteers are any age. They may be school children, young people, parents or family members, or retired. Different groups may have varying approaches to volunteering.

It is important volunteers are clear about their roles and the support they can expect from an organisation. Organisations need to have systems and procedures in place to ensure their volunteers have a great experience.

The NCVO Institute for Volunteering Research report proposes a model of progressive volunteer involvement suggesting that eight factors influence retention.

1. The image and appeal of volunteering.

The organizations should take care of the communication with the volunteers and with the target group, advertising well the events and projects using all the social networks and other communication channels available, and spread the information to all the network contacts.

2. Methods of recruiting volunteers.

Create a volunteer bank, to facilitate the search of supply and demand of volunteers and projects.

3. Recruitment and application procedures.

If you want a volunteer to apply, you can create a standardized form with all the needs of the volunteers predicted in the form to facilitate the fulfilment of the form to join a project.

4. Induction into volunteering.

Some organisations may have been established to encourage and support volunteering opportunities. For example, *Peer Leader International* has volunteers who promote the volunteering action in schools. Many others may not formerly have thought about involving volunteers.

To such a task as in the educational field, we recommend changes in school systems, such as the programs: by adding at least one hour for information/formation in volunteering; in Portugal, there was a subject called "Civil Education", but due to bad planning and lack of interest, was ultimately rejected and abolished. We could hold this example and bring it back to life, but with a more concrete and specialized program to promote the volunteering service. One of the other suggestions focus on reducing the school schedules. Another method can also be implemented, with the making of workshops, training courses and conferences about volunteering and all the fields that come with that (Management, Team Building, etc.)

For example, in Portugal and Germany a student between 13 and 18 years old must be in school for at least 8 hours per day, and sometimes even more, due to either having to study or to prepare/do school homework. This significantly reduces the time for the volunteering service, since after school, most students have already extra-curricular activities, like theatre or sports activities.

5. Training for volunteering.

We propose partnerships between the host organizations of volunteering service and language schools, to overcome the barriers of communication in a foreign language and also to provide more assistance and learning capacities to the volunteers abroad (For example, the EVS volunteers).

In Peer Leader International, if you do a voluntary year, you have 5 weeks of seminars. You learn something about teaching others, doing a project, working in a group, ecology and social skills.

In the EVS projects, there are normally four formations: Before departure, on arrival, an intermediate one and one on the end of the project, in the sending country.

6. Overall management of the volunteering

Continuation of the workshops at least one time per month, with a focus on the budget matters, promotion and intercultural matters for a never ending inclusion in the local issues and society. We also propose the creation of a governmental fund for volunteers. Nowadays, we only see funds that have as destination the volunteering organizations. With such funds, volunteers can make themselves projects through their volunteering experience, and being even more involved in the local/regional communities, without the necessity of the approval of the organization the volunteer is insert in. For this, we propose that only volunteers with experience shall apply for this fund.

7. The ethos and culture of the organisation

It is really important for an organization to not forget to innovate. The organizational innovation is aimed at improving the performance of the organization by stimulating satisfaction in the workplace, the development of new capabilities, improving the sharing of learning and knowledge, and creation of databases for volunteers and their values and competences. Then use this database as a tool to find the needs of the volunteers for future formation and the redistribution of responsibilities and decision-making as a retention technique.

8. The support and supervision given to volunteers

Volunteering may be regarded as a way to learn new skills, meet new friends, or make a valuable contribution to a cause. It may lead to employment and new careers or simply to self-awareness and/or fulfilment.

ICT – MODERN TECHNOLOGY IN VOLUNTEERING

The digital era is creating great changes in the globalized world. People and organizations are more connected than ever and opportunities can be found even across the furthest borders. However, the huge availability of information is creating a problem when it comes to picking the right information with the proper quality that is needed at the moment. ICT can greatly help the organization and visibility of information, as well as content development, but when it comes to successful ICT implementation and usage, infrastructure is of crucial importance. The volunteer sector in a number of countries around Europe suffers from a lack of resources, and that limits the accessibility of ICT, especially in remote and small areas. Furthermore, a lack of data standardization, software and

communication tool differences makes the communication quite challenging. Therefore, although the possibilities created by ICT are unlimited, they cannot be used to their full potential.

Volunteering activities in general, as well as the daily work in NGO's in dealing with the social challenges and many other aspects in the societies with non-profit approach, also bring the innovation aspect to these social organisms to operate in their micro environments effectively. In this respect, besides the traditional ways of working methods, the youth work sector introduces online tools for better impact on societies as well as managing the small/big groups in their learning and volunteering activities.

Recommendations:

- ❖ **Integration of Data:** a tool for integrating the unstoppable flow of information should be created in order to make the search for possibilities less time consuming and confusing.

- ❖ **Real Time Notification:** Creating a way to notify interested parties about existing opportunities in real time, for example a newsletter.

- ❖ **Increase of Social Media Activity and Visibility:** Increase social media presence in order to spread the word of the organization and the past and future projects and possibilities. Investing in sponsored social media posts to increase visibility.

- ❖ **Following Up on Finished Projects:** Using the information and experiences gained during a project to strengthen the organization's portfolio, instead of closing and disactivating the existing project blogs. Adding the project information to the organisation's web pages.

- ❖ **Gathering Testimonials:** Adding testimonials of the individuals included in past projects to an online space visible to everyone, for example the web page, social media or existing blogs.

- ❖ **Standardization of Information Included on Existing Organization Pages:** Standardizing part of the links and information that the organizations need to include to their pages in order to ease the information sharing and data processing among organizations.

- ❖ **Creation of Databases:** Collecting gathered information in contact lists and mailing lists.

Tools:

- ❖ **Filtered Results:** Creating an option for filtered search on existing web pages of the organizations, based on keywords. Ex. Google filters.

- ❖ **Social Media:** Increasing social media presence by regular postings about ongoing projects and preparations for future possibilities. Ex. Sponsored posts and Facebook ads.

- ❖ **Short Videos:** Creating short "behind the scenes" videos of volunteering experiences in order to increase visibility and the change to go viral. Ex. Vines and vlogging.

- ❖ **Hashtags:** Creating a common hasthtag for all online channels (Twitter, Instagram, Facebook) of organizations promoting volunteering chances. Ex. #myvolunteering.

- ❖ **Project Blogs:** Creating blogs for projects with a standardized format (standardization of types of information provided) for better sharing and data processing after projects and communication between organizations.

- ❖ **Past Projects Landing Page on Existing Organization Websites:** Processing and summarizing the project blog's results, evaluations and information (including testimonials) and adding them to the master webpage in a dropdown menu dedicated to past experiences. Ex. Timeline Online Tool can be used.

- ❖ **Shared Contact List between Partner Organizations:** creating a common organization contact list for better information sharing among partner organizations.

- ❖ **Mailing List for Past Participants:** adding past participants in projects to a mailing list for filtered notifications regarding similar future possibilities. Ex. Sending newsletters.

- ❖ **Subscription Button on Existing Web Pages:** adding an option for interested individuals to subscribe to a general mailing list for future possibilities and projects.

- ❖ **My Volunteering Application:** profiles of organizations and individuals that consist of their experiences, offers and skills. A possibility for matching between the organization's needs and the individual's skills based on keywords in their résumées. An extra option for proximity based matching can be added, that will allow the holders of profiles to match, based on momentary location (proximity to one another, usually for shorter projects). Matches result into creation of immediate contact followed by personal selection process. The application allows users to write testimonials and recommendations for fulfilled matches that would not be delete in order to keep the objectivity of the volunteer's and organization's quality. It will also collect the results and matches in order to create a database that would help with statistical analysis of the volunteering sector and the responsiveness and success of past projects.

BELOW YOU WILL FIND THE SUGGESTED BUNCH OF ONLINE TOOLS, programs and web portals for accelerating NGO activities and volunteers in developing and implementing campaigns, local and regional social actions and any other social related tasks in local communities with an effective way of communication and high level of visibility of the actions and impacts as such. Hope you will also find them useful, as well as practical, tools. You will find more ad-hoc information on the respected respective web sites given, and you will also find it very easy to practice and use in real time.

Good luck.

1. **Periscope – www.periscope.tv** Online broadcasting portal with free apps available. Can be used for broadcasting of activities, flash-mobs, video conferences, online seminars and others.

2. **Canva – www.canva.com** Online designing and sharing portal where volunteers can use ready templates and millions of ready pictures while preparing social media pictures, presentations, flyers, posters, editing pictures and many other graphics in very innovative and high quality ways.

3. **Piktochart – www.piktochart.com** Visualize your information that your NGO or volunteers in any activities want to send to the society, or the target group you are working with, with the help of info-graphics which will increase the communication level and effective outcomes of your actions.

4. **Buffer & Hootsuite – www.buffer.com & www.hootsuite.com** The importance of social media in the visibility of the activities of a NGO and volunteering activities are very crucial. However managing the social media channels and all accounts in one place and also planning the timing of the posts and campaign messages will be easier with the help of these management portals where all accounts aggregate at one place and time.

5. **Mindomo – www.mindomo.com** The starting of an idea of project, making analysis and the target groups, and bringing the actions in one place in a volunteering activity, and controlling the level of understanding of all volunteers and team is hard to manage. Mind mapping, concept mapping and outlining are very effective ways to see the overall picture, and this tool provides fast and effective solutions for that with easy to use practical visualizations.

6. **Storyboard Creator – www.storyboardthat.com** Most of the projects end up with reports, texts and many other usual types of written communication. However the storyboard allows you to visualize and create picture stories of the full process of the project from beginning till end, and increase the level of sending your messages to the world as an NGO with powerful visual communication.

7. **Visible Tweets – www.visibletweets.com** During any activities you can follow the tweets of the social action or volunteering activity in real time, and also visualize it during conference, seminar -- any meeting you are performing with the tweets that you want to visualize and also follow and reply on real time.

8. **Storify – www.storify.com** Delivering the message and the overall impact of the volunteering activity is as crucial as planning and performing the activities. The visual and written format can create a great story for the full change you want to deliver to the society through creating live blog stories and bringing traditional storytelling with innovative tool and outreaching to the target group.

9. **Line.do – www.line.do** The very creative and easy way to deliver messages and the changes and impacts of an volunteering activity can be developed with this free and simple timeline tool. The easiest way to show and tell the overall story with information from the process as before, during and after the project activities including music, videos, photos and information you want to share with the audience.

10. **Lino – www.linoit.com** The traditional way of sending messages, communicating and project planning as well as collecting information during the youth work and volunteering activities with post-its might come to an end. This innovative tool gives you virtual space with several other options such as posting on a virtual board, including videos, pictures and notes, and prioritizing them with shapes, colors, time will give online effective way of working faster and environmental friendly while managing big number of groups of volunteers.

Finally, we strongly believe the above selected ten online innovative tools for the NGOs in volunteer management to increase the level of communication with the society, as well as internally with the members of the project team, and to show the impact on real time innovative tools in simple, free and visual ways will support creating the image of how valuable non-governmental organizations and volunteering are as a source of change in finding alternative solutions to the challenges that societies face.

MONITORING AND EVALUATION

Types of evaluation:
- ➢ on-going
- ➢ short-term (or immediate)
- ➢ intermediate
- ➢ long term

When do we talk about evaluation?
- ➢ when people are trying to find out how they developed themselves,
- ➢ to express what people think about tasks they did; they try to understand which issues they would like to explore more,
- ➢ when people compare right and wrong things and give solutions to improve/change in their work, cooperation with the others.
- ➢ when they want to talk about their competence, in which they feel very well.

Evaluation also leads to adding something they would like to change or improve. Evaluation is a process, when we observe an activity from its beginning to the end. Meanwhile, a well executed process of collecting information on the progress of our project (in this case, cooperation in volunteers) can really improve the quality of operations and further development of the voluntary program in an institution/organization.

EVALUATION:

self - evaluation of volunteer

internal: evaluation of volunteer's work and his/her cooperation with organization/volunteers coordinator

self-evaluation of organization (supervision for workers)

external evaluation: the work of the regional volunteer center and the organization/institution accepting/hosting volunteers

<u>Self - evaluation of volunteer</u>

Would you like to evaluate yourself?

Here is some advice:

1. First, if you want to really get to know if you improved something and learn something you <u>have to be honest</u> to yourself!

2. Every evening/once a week you can sit for a couple of minutes and think about the passing day/week.

3. You can start to write your personal learning diary and put inside some notes about what you had learnt and developed.

4. Once a month you can make deeper analysis called SWOT.

STRENGHTNESS: What you are good in?	WEAKNESS: What you can improve on?
OPPORTUNITIES: What chances can you catch?	THREATS: What could destroy your ideas/dreams/challenges?

Write down some mistakes you made for your future!

5. And then you can use this diary as a manual to your life!

Why is it important to evaluate yourself?

1. Self-awareness

2. To know which skills you developed

3. You can learn from mistakes you made

4. New perspective to see your life

5. Can show you new tasks which you can improve on

6. If you try it, you will find out your own ways of how this is helpful for you

So, as you can see, self evaluation can bring you many opportunities of how to develop yourself, how to improve your competences. If you do it in a right way, it can be quite useful.

NGO´S EVALUATE THEIR VOLUNTEERS

Example of competence portfolio for volunteer:

o Create your life, skills, plans, hobbies.

o Who are you? name, Birthday, nickname, job.

o What do you like at school, job?

o Positive characteristic of volunteers (from 5 to 10).

o What do you appreciate in yourself?

o Experiences of volunteering. Are you a volunteer? If yes, in which NGO? Do you like such activity?

o Advantages.

  - What does volunteering bring to you?

  - What do your voluntary actions bring to the people around you?

o Write down what you can, what you are able to do.

o Write about your skills.

o Expertly transferable skills : Write down and give them value 0-5: how good you are in them.

o Soft competences. Choose which you think you have (…).

o How you spend your free time. Write about everyday hobbies.

o Who you want to become in the future.

o Make a map of your life.

MONITORING AND EVALUATION OF ALL TIME

1. **During the process (the activity)**

    a. You can give a <u>questionnaire</u> with simple, close and open questions

    - What do you think about this task?

    - What would you improve?

    - Do you like your role in this task?

    - Do you miss something?

    - Which competences have you learned already?

    - What would you like to change?

    - And add some of your own questions, more specific, associated with the activity.

    b. Split volunteers in small groups to give each other feedback.

    c. You can do some individual and group reflections.

    d. Non-formal conversation. Just ask them during the activities how they felt, what they disliked.

    e. Create friendly atmosphere, open for constructive criticism.

2. **After the project/activity/event/task. When voluntary job is completed.**

    a. Use methods, such as SWOT analysis, for retrospective reflection on the work.

    b. Give volunteers a questionnaire to write down their impressions.

    c. Prepare the certificate.

    d. Prepare documents for finishing the project/activity/event/task.

    e. Ask which competence they would like to develop, so that you can decide which tasks you can give them next time.

    f. Talk to them and try to tell what was good/bad in their tasks.

    g. Think together what volunteers and organizations can improve.

    h. Offer the volunteer any other tasks in your organizations.

Why evaluation is so important? For whom?

For organization	For volunteer
a. You know what to improve b. You know what you learnt about standards and the best way about volunteering management	a. You know what to improve b. You know what you learnt c. You know what you did right and what wrong

c. You know how to organize better material conditions	d. You can propose another role, task, which are fit to your competences/skills/qualifications
d. You know what you did right and what wrong	e. You can get to know the prospects of further cooperation
e. You can propose another role, task, which you can fit to the volunteer	

The feedback from NGO to the volunteers is very important because then the volunteers know what they did right and wrong, what they should improve, which skills they have, and which competences they improved or gained.

The economic value of volunteering is an important factor, and key in giving visibility and enhancing the credibility of the sector. Measuring the economic and financial value of volunteering is important. Measuring the economic value of volunteering however always has to go hand in hand with measuring all other aspects and values of volunteering, as discussed above, to form the full picture[1]

VOLUNTEERS EVALUATING NGO`S

QUESTIONNAIRE

1. Try to be honest and tell them truly what you think about the tasks.

2. Try to tell what you like, what you enjoyed.

3. Say if you don't like something.

4. Tell the organization if you had some problems.

5. Tell the organization if there was something inspiring, something useful, helpful.

6. Tell the organization if the equipment for the tasks was okay, was fitted (phone, PC, office material...).

7. Tell the organization if you had enough food, drinks, if the accommodation was or not ok, etc.

8. Tell about structure and content of the organization's offer to volunteering. Give your feedback.

WHY IS IT IMPORTANT FOR NGO´S?

o To improve preparation for hosting the volunteers, to fit the task to the volunteer according to their needs and competences, skills

o To do not to make/repeat the same mistakes

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[1] *P.A.V.E. Policy Agenda for Volunteering in Europe*

o To promote NGO as a friendly organization, "organization is kind to volunteers", because volunteers give positive feedback and the organization ha positive relations

o To promote NGO as a credible, transparent, responsible organization

o To collect and make statistics

o For development of the organization and creation of better teamwork

o To treat NGO as a social employer.

Evaluation also brings some benefits for civil people because if NGOs have a lot of positive feedback about their work, they can be more effective and create more projects for the local community, and they have practical knowledge how to improve next time.

PROFILE OF COORDINATOR OF VOLUNTEERING

THE LIST OF MAIN SKILLS, personality traits:

o good listener, who actively listens to the opinion of the volunteer

o good observer, who can see his or her individual needs and competencies

o well organized

o open -minded

o having knowledge

o creative

TRAINING COURSES FOR VOLUNTEERS

The organization should provide some opportunity to teach their volunteers with specific kind of knowledge they need to work: background about volunteering, legal aspects of voluntary service (in this, the issue of 'agreement' with a volunteer); Volunteers' Ethical Charter; working with disabilities; active and creative method of work; time management.

Measurement of customer satisfaction and efficiency, using tools: questionnaire.

TRAINING FOR ORGANIZERS OF VOLUNTEERING

The organization should provide some training for its workers, people who organize the process of volunteering.

Training topics:

• definition of volunteering; types of volunteer work;

• motivation of volunteers to work;

• characteristics of volunteer-friendly organization;

- recruiting volunteers; individual program of volunteering and contract;

- how to reward volunteers;

- legal aspects of voluntary service (in this, the issue of 'agreement' with a volunteer); Volunteers' Ethical Charter;

- working with disabilities;

- active and creative method of work;

- time management.

Measurement of customer satisfaction and efficiency, using tools: questionnaire

ASSESSMENT OF SKILLS ACQUIRED BY THE VOLUNTEER

1. Communication in mother language

2. Communication in foreign language

3. Writing in foreign language

4. Teamwork

5. Creativity

6. Organizing skills

7. Be able to motivate other people

8. Own definition of yourself.

9. Digital competence

10. Learning to learn

11. Social competence

12. Civic competence

13. Sense of initiative and entrepreneurship

14. Cultural awareness and expressions

SOME TOOLS

Before you invite any volunteers to your organization, ask yourself if you are really ready for this.

Make IPV - Individual Program for Volunteer in the organization (www.wolontariat.org.pl).

Individual Program for Volunteer in the organization (IPV)

1. What needs does our organization have concerning volunteering?

2. Job description and responsibilities for one volunteer.

3. Features of a volunteer (age, gender, education, skills possessed).

4. How will we prepare our volunteers to work?

5. What support for volunteers do we have? What support do we provide?

6. Why might a volunteer want to work for our organization?

7. How are we going to reward a volunteer for work done?

8. Where and how will we look for volunteers?

SWOT analysis is also a great method to evaluate your capacities and resources both internally and externally and it can be used to investigate a variety of topics depending on what you aim to focus on. For instance if you are thinking of engaging new volunteers to your organization, you can make it a topic of volunteering management to see how it looks now, what the strong points are to develop, and what to improve.

Example

Strengtest	**Weaknesses**
- motivated staff to work with volunteers - good opinion among existing volunteers about us - a lot of different activities in which volunteers can be engaged Etc.	- Lack of skills in problem solving when they occur with volunteers - very small office and insufficent infrastructure for volunteers - lack of opportunities for volunteers finishing their projects Etc.
Opportunities - a lot of new ideas from the staff for future projects - lots of opportunities for trainings, seminars on volunteering management - new financial resources Etc.	**Threats** - numbers of volunteers start to decrease due to problems - stop of developing organisations - too many projects, not enough hands to work on them Etc.

Such an analysis can be a great tool to boost the discussion between members and staff, and be a starting point for creation of a working plan, a strategy or just to get awareness of the current situation.

RECRUITMENT

This process could have 3 stages. First we make a call for volunteers in which we put all relevant information (description of our organisation, dates and place of the project, main tasks of the volunteer, selection criteria, aplication process, deadline and contact person). Then we spread the call and collect aplication forms. Knowing what kind of volunteers we need, we make selection and we choose several candidates to make Skype talks with.. It is very important to meet the volunteers personally. So if you are working with volunteers from a local level, probably it won't be Skype, but still it is important to meet and talk about expectations. There are several rules which are important to remember about when interviewing a volunteer such as:

- design the interview as a two-way communication process: create a relaxed and friendly atmosphere, reassure the volunteer on the need to have a sincere and honest approach (valid for both parts), allow time for the volunteer to formulate his/her answers,

- allow the volunteer to ask you questions during the interview as well,

- take notes during the interview to allow you to look back and assess each applicant, once all interviews are done,

- use open questions,

- use proof questions „can you tell me something more about it",

- listen to the volunteer, what he/she speaks about but also when he/she is not speaking, silence also can have a special meaning,

- pay attention to the volunteer's personal presentation[2]

ORIENTATION AND TRAINING

Spend the first few days with a volunteer on how his/her work will look like in the organisation, but also it is good to talk about history or the organisation, its mission and values, beneficiares main programs, structure, etc. Of course working with a long-term EVS volunteer will look different (orientation phase includes intercultural preparation and all the things connected with daily life – where to eat, do shopping etc). Nevertheless even if you work with a local volunteer for just a few

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[2] *EVSification manual – volunteer management in EVS projects April 2016, Cluj Napocca, Romania*

weeks, it is important to make him/her safe in the organisation and well informed about tasks, methods of focusing them, and expectations regarding the results.

A few tools that you can use working on that topic:

a. Organisational bingo

It is good to do it during a meeting with several volunteers and members of your organisation. Basically, you create a bingo game, where each volunteer needs to fulfill all the answers regarding the organisation, like:

- when it was established

- how many people there are in the Governing Board

- what the main ongoing projects are

- what our mission is

- what values we use in our work

- with what groups we are working, etc.

This is more about giving a volunteer informative content, but also this metod allows them already to talk and meet with people in the organisation, therefore breaking the ice.

b. Draw a car

Another activity which You can use to talk more deeply about values, activities, people in organisation is to ask participants to draw together a car on a big flipchart. This car symbolises your organisation. How does this car look like? Who is the wheel, steering wheel, brakes etc. Why is it like that? This activity can be a great tool for making common understanding and sharing vision on any structure, task, group (here your organisation).

MOTIVATION

TOP TIPS ON THANKING VOLUNTEERS[3]

- ❖ *Candlelight Dinner*

- ❖ *Send a thank you postcard*

- ❖ *T shirts or mugs etc that are special and limited i.e. not available to everyone or even personalised. Free or exclusive access to places or events. VIP access*

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[3] *P.A.V.E. Policy Agenda for Volunteering in Europe*

- *Special events for free, but know what your volunteers interests are. This could range from training to parties*
- *Say* thank you *at the right time*
- *Put their stories on websites or in media stories, if they are happy with this.*
- *Say* thank you *in a different and personalised way with your own spin*
- *If volunteers do something well with others, give them a bigger challenge as a team*
- *Give people opportunities to network at different levels, from national to local*
- *Give feedback to volunteers*
- *Birthday Card*
- *The opportunity to appear on Film*
- *Surprises!*

MONITORING AND EVALUATION

PROPOSED LIST OF MONITORING AND EVALUATION TOOLS
You choose the best tool for you and your organization. It does not include all possibilities.

Type of data collected	Helps you measure					
Tools	quantitative	qualitative	efficiency	effectiveness	outcome	aim
Application form	X	X	X	X		to get basic information about volunteer/ organization
Agreement/contract between organization and the volunteer		X	X	X	X	responsibilities, tasks, privileges
Agreement/contract between organization and the regional centre of volunteer		X	X	X	X	responsibilities, tasks, privileges
Time day file/excel file with time working	X		X	X	X	time management, time devoted to volunteering
Daily diary	X	X		X	X	story about activities, individual benefits acquired skills etc.
Questionnaire (at the beginning, during or at the end)	X	X	X	X	X	statistical data, the motivation, satisfaction, problems etc.
Budget of activity	X		X	X	X	Budget management

Individual Interview		X	X	X	X	Information about the motivation, satisfaction, problems, solutions etc.
Focus Group		X	X	X	X	To gain information about the motivation, satisfaction, problems, solutions etc.
Reflection group	X	X	X	X	X	To cooperation; to get feedback, to reflect aims of the day
Mentoring		X	X	X	X	Cooperation management, support the individual aims/skills
Observation		X		X	X	Daily advantages, working in a group etc.
Supervision for NGO, coordinator, local centre etc.		X	X	X	X	Cooperation management, assessment work
Problem Tree/Solution Tree Analysis	X	X	X	X	X	Diagnosis and solutions for better volunteering management
Storytelling		X	X	X	X	To gain information about the motivation, satisfaction, problems, solutions expectations etc
Individual *Skype* meeting		X	X	X	X	To exchange information, expectations etc.
Mail communication	X	X			X	To gain information about the motivation, satisfaction, problems, solutions, expectations etc

*Based on the experience of organisations and inspiration come from the website:

http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=11&Itemid=17

You can also evaluate yourself and compare it with a group of volunteers. For example you can play a game, for example: coaching game; incentive cards.

➢ SAY AND MOVE: Coordinator says each sentence, if you care, after heaving heard the sentence, you stand close to coordinator.

➢ You can use some GRAPHIC EVALUATION.

You can draw a graph and compare your amplitude of happiness and sadness with other people/with teamwork. You have to give some important topic you want to evaluate. Or some other graphic evaluation, whatever you think of. The point is that volunteers are thinking about it. This method is useful, because volunteers can feel more comfortable to express their opinion, without any words. Only arrow!

Chart

100% of happiness/satisfaction
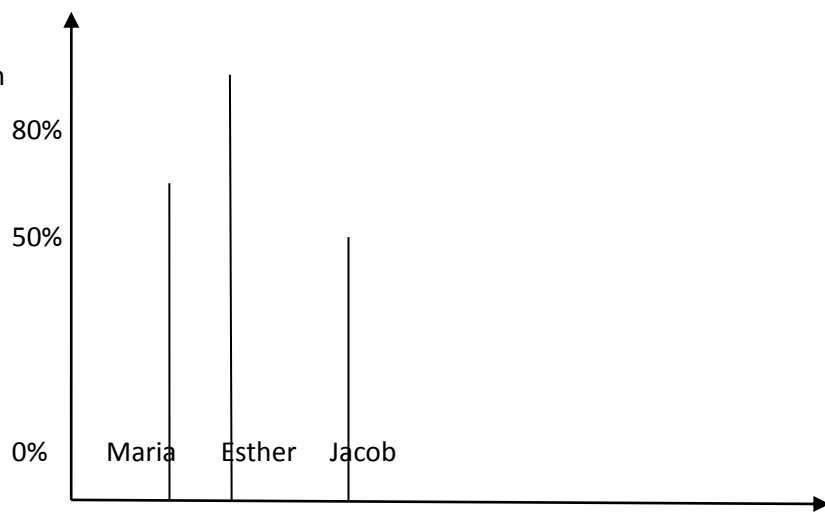
You can put the name of each person and mark your "atmosphere", "energy".

Pizza game:

Draw a circle, divide it into a few pieces. Every piece has a meaning, for example: conditions of a classroom, tools of learning, teaching materials, trainers, food, attractions in the city. If you want to give a high note ("You like it very much"), You should put "dot", closest to the center of the pizza.
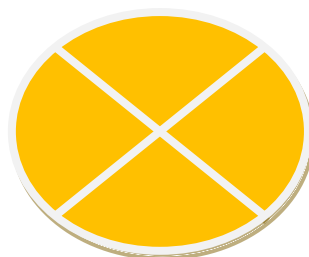
Thus, Volunteering Management Lab project team wish you can enjoy and implement these proposals in your daily activities.