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Volunteer Management

A guide to better recruiting, managing and motivating volunteers in community-based organizations



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Volunteer Management – Volunteer Coordinator’s Guide

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The publication is intended for volunteer coordinators participating in the training program. The guide has been developed to orient the participants step by step in initiating and developing a volunteering program and coordinating the volunteer team. We hope the information and tips included will help you make the most of volunteers’ time and skills.

In the guide you will find specific steps to follow in implementing an effective volunteering program:

1.

Planning

2.

Recruitment

3.

Orientation and training

4.

Management

5.

Evaluation



Chapter 1. Core values and the basic principles of volunteering

- 4**
- Definition of volunteering
 - Benefits of volunteering
 - Myths about volunteering
 - Types of volunteering

Chapter 2. Planning a volunteer program

- 10**
- Defining the mission
 - Assessment of the organization
 - Community needs assessment
 - Description of the role of volunteers in the organization
 - Strategic development of a volunteer program
 - Developing an action plan
 - Statement of volunteer rights and obligations
 - Role of the volunteer coordinator

Chapter 3. Recruitment of volunteers

- 30**
- Recruitment message
 - Attracting volunteers
 - Selection of volunteers

Chapter 4. Volunteer orientation and training

- 38**
- Volunteer orientation
 - Material preparation
 - Volunteer training
 - Communication

Chapter 5. Volunteer management

- 42**
- Supporting and recognizing the needs of volunteers
 - Volunteer supervision
 - Volunteer motivation
 - Giving feedback
 - Volunteer recognition
 - Avoiding volunteer burnout

Chapter 6. Evaluation

- 54**
- Evaluation of volunteers
 - Description and evaluation of a volunteer program
 - Evaluation design
 - Celebrating results



Chapter

01

Core values and the basic principles of volunteering

“Volunteering is a fundamental building block of civil society. It brings to life the noblest aspirations of humankind – the pursuit of peace, freedom, opportunity, safety, and justice for all people.

In this era of globalization and continuous change, the world is becoming smaller, more interdependent, and more complex. Volunteering – either through individual or group action – is a way in which:

- *Human values of community, caring, and serving can be sustained and strengthened;*
- *Individuals can exercise their rights and responsibilities as members of communities, while learning and growing throughout their lives, realizing their full human potential;*
- *Connections can be made across differences so that we can live together*

in healthy, sustainable communities, working together to provide innovative solutions to our shared challenges and to shape our collective destinies.

The Universal Declaration on Volunteering by IAVE (International Association for Volunteer Effort)

Let's start by defining what 'volunteering' means. This may seem obvious, especially to those managing volunteer programs in organizations, but there are many aspects of volunteering that remain unclear.

In legal terms, volunteering is defined as 'voluntary participation in the provision of services, knowledge and skills or in the performance of activities in areas of public benefit, on the volunteer's own initiative'.

Volunteering can be carried out either on the basis of a volunteer agreement or without such a written document (Article 2). The legislation of the Republic of Moldova stipulates that persons over 16 years of age may conclude a volunteer agreement in their own name, and those between 14 and 16 years of age – only with the consent of their legal representative (Article 4(4), Law on Volunteering No 121 of 18.06.2010).

Volunteering is widely recognized as an important means of non-formal/informal learning for people, as a way to increase community participation, solidarity and individual responsibility.

Basic principles of volunteering:
Volunteering is based on the following principles:

- a) participation as a volunteer on the basis of freely expressed consent;
- b) active involvement of the volunteer in the life of the community;
- c) engaging in volunteering without any financial or material compensation from the beneficiary of the volunteering or from the host institution, except for covering the expenses incurred while performing the volunteering activity;
- d) recruitment of volunteers on the basis of equal opportunities, without any discrimination;
- e) knowledge by volunteers of their rights and obligations;
- f) knowledge of the relevant activity involving the volunteer contribution.

What are the benefits of volunteering?

There are a number of benefits of volunteering described in the literature that are unanimously agreed by civil society organizations and volunteers themselves. These include personal benefits (personal

development, identifying passions, making friends), professional benefits (gaining practical skills, work experience, opening up a variety of opportunities on the job market), and community benefits (understanding how society works, contributing to solving local community problems).

In addition, volunteers also benefit in the following ways:

- Volunteers develop self-confidence, being stimulated to step out of their comfort zone and try new things.
- They bring positive change to their community. The work carried out by volunteers in organizations and community organizations can have a real and valuable positive effect on people, communities and society in general.
- Volunteering has positive effects on the individuals volunteering, in terms of better physical and mental health.
- Volunteers acquire new skills and abilities, gain experience and sometimes even professional qualifications.
- Volunteering offers opportunities for new challenges.
- Volunteering improves school performance. Volunteering develops social skills for

school-age children, makes it easier for high school students to get into college by proving their experience, while for students it increases their chances of getting a job after graduation.

- Volunteering is fun!

In this respect, the role of volunteer coordinators is very important as they have the task of challenging volunteers to try different things, to achieve new personal goals, to practice the skills they have already acquired and to discover their hidden talents. It is essential that in carrying out our activities we do not forget that, no matter what kind of work they do, volunteers need to have fun and enjoy themselves, and that successes are always celebrated.

What motivates people to volunteer?

People choose to volunteer for several reasons, such as:

- To have fun;
- To make friends in a new community;
- To learn new skills and build their self-confidence;
- To try new activities;
- To give something back to an

organization or community;

- To enrich their CV;
- To prepare themselves for a future career;
- To contribute to a cause;
- To make a difference in other people's lives.

By understanding what motivates a person to volunteer in your organization, you can find the best role for them and provide the support they need while volunteering.

Myths about volunteering

There are several myths about volunteering that are worth knowing in order to combat them. Here are some of the most common ones:

Only young people volunteer. Most of the volunteers are young people, but those over 35 also volunteer, although they are probably not as visible and promoted. A 2015 study conducted in the United States by the National Community Service on the prevalence of volunteering among age groups found that 19.2 million volunteers were 45 years and older, 11 million volunteers were over 65 years old, and 19.9 million were under 30

years old. More than 4.3 million volunteers are teenagers. Volunteering is not about age; it is about your willingness to get involved and your passion for the cause you're fighting for.

A volunteer does not have sufficient skills, abilities or competences to do any kind of volunteering. This is the beauty of volunteering: a volunteer does not necessarily need to be a professional in the technical area to succeed as a volunteer. If they have the desire to get involved and contribute to the work of the organization, the volunteer coordinator can guide, support and empower the volunteer to accomplish the common goals. Skills such as public speaking or event organization, and attitudes such as good citizenship and participation in public life, tolerance, cultural openness, concern for the environment can all be developed through volunteering.

A volunteer must be dedicated to only one organization. This is not true. If the volunteer is passionate about more than one area, they can choose several organizations that work in areas that match their passions. The important thing is that they take on the responsibilities of a volunteer and feel

comfortable with the work they do. There is nothing to earn from volunteering. Indeed, volunteers do not benefit financially, but in terms of personal and professional development, they gain much more than that.

Types of volunteering

Volunteering can be classified according to:

- the type of the activity carried out;
- the target group to which the activities are addressed;
- the duration of the activities.

Classification of volunteering by duration

Volunteering involves a variety of roles requiring different levels of commitment and time. Volunteers are especially useful as many organizations have limited resources and often can improve their operations with their support. Therefore, a clear understanding of their availability and level of involvement is essential for building a project plan that includes activities utilizing volunteers. In this respect, a classification of volunteering according to the time dedicated to activities is necessary and useful, so below we will detail the characteristics of short and long-term

volunteering, as well as examples of activities that volunteers can carry out for each of them.

Although there is no clear definition of what is meant by short-term volunteering and long-term volunteering, we will refer to short-term volunteering as activities requiring an involvement of up to one month, while those requiring a longer period being considered long-term volunteering. Of course, each of these two types has its advantages and disadvantages, so the task of the volunteer coordinator is to help the volunteer identify which type of activity suits him/her according to his/her needs.

A. Short-term volunteering

Short-term volunteering refers to one-off assignments that have a clearly defined objective, assignments with a clear time frame and well-defined tasks for volunteers. These assignments may include a period of preparation, but may also consist of one-off actions previously prepared by other volunteers or workers from the organization. Short-term volunteering is generally carried out in connection with events such as marathons, environmental events, festivals

and fairs, conferences, trainings, etc. Examples of short-term volunteering activities:

- clean-up actions;
- tree planting activities;
- activities to distribute aid to disadvantaged people;
- event support – logistics, set up, managing (festival, conference, training, cultural event, etc.);
- administering questionnaires;
- design activities (logo design), translations, etc.

Short-term volunteering is generally not carried out on the basis of a volunteer agreement, but the volunteer needs to know who is coordinating the activity, what their responsibilities are, and what risks the activity involves. Depending on the role, the time required for volunteering activities can often vary, but short-term volunteering does not last more than a month. For example, for large events such as marathons or festivals, dozens of volunteers are needed on the day of the event to help organize the event, distribute materials, or register and direct participants. Also, some activities may require volunteers to be involved over a longer period of time –

in planning, preparation or promotion.

Benefits of short-term volunteering:

- the time a volunteer has to devote is short and clearly defined, which increases the chances of finding volunteers, including among those who are employed and have less free time;
- in general, the application process is easy;
- allows the organization to clearly establish the volunteer's tasks and the purpose of their work;
- this type of volunteering usually has a significant impact on the local community and the volunteer can quickly see the effect of their involvement;
- often, short-term volunteering paves the way for long-term collaboration between the organization and the volunteer.

A disadvantage of short-term volunteering is that the volunteer is often not involved in setting the purpose and objectives of the activity, but only for the day/period of the activity.

B. Long-term (ongoing) volunteering

While short-term volunteering is faster and simpler, long-term volunteering operates at a more deliberate pace and is more focused

The “**Diamant**” children’s day center from Telenești shares its experience and good practice in involving skilled volunteers. The organization found that their beneficiaries need health care services. In order to provide beneficiaries with such services, the organization reached out to the community’s family doctor with an invitation to volunteer and contribute one hour per week to provide health care services to the organization’s beneficiaries.



on developing the skills of the volunteer. There are a variety of tasks that a volunteer can carry out within the organization, which are decided together with the volunteer coordinator according to the objectives of the organization’s Volunteer Program and, above all, taking into account the volunteer’s interests, passions and personal goals. The types of volunteering can range from administrative activities, to mentoring, communication, community development, varying from organization to organization. Long-term volunteering generally lasts longer than 1 month, with the volunteer being involved several hours a week. Unlike short-term volunteering, it requires volunteers to be more committed and responsible in carrying out tasks. That is why it is very important that both the volunteer and the volunteer coordinator commit themselves to working together and to carrying out the agreed tasks over a longer period of time.

Benefits of long-term volunteering:

- gives the volunteer the opportunity to propose and implement their own ideas and projects;
- allows the volunteer to see what it is like to work in an organization, with a schedule to follow and well-defined tasks;
- the volunteer works on the basis of

an agreement (as per Law No 121 of 18.06.2010), which gives him/her certain rights and obligations. The same law also sets out the responsibilities of the host organization in relation to volunteering;

- volunteering is counted as work experience, which can be an advantage in employment;
- volunteering can earn the volunteer a letter of recommendation, which can be useful for employment and/or studies.

Classification of volunteers by type of volunteering

Volunteering can be classified according to:

- skilled volunteering
- unskilled volunteering

Skilled volunteering means the involvement in volunteering activities of a person who already has the skills to carry out those activities. Skilled volunteering also means that the organization needs the services of the volunteer.

Examples of skilled volunteering:

- IT students creating a website for an NGO;
- a chef cooking at a charity event;
- a family doctor providing free medical consultations for the organization’s target group, etc.

Unskilled volunteering is the type of volunteering that does not focus on the volunteer's previous experience or skills. This may be because the volunteer has no such experience or the volunteer's experience is not relevant to the activity in which he/she is involved. An example of unskilled volunteering could be where a young person gets involved as a Social Media Manager and creates posts for the host organization while learning how to do it, or it could be where a programmer helps elderly people at a nursing home without having any previous experience.

Principles of volunteering

NGOs and institutions that have volunteer programs such remember that volunteering should be mutually beneficial for both the organization and the volunteer. The volunteer program should provide potential volunteers with development opportunities aligned with their skills, passions, and goals that support the organization's vision, mission, and goals.

Here are some general principles that underpin the collaboration between community organizations and volunteers.

There are human and financial resources are dedicated to the work of volunteers.

When volunteer involvement is seen as a priority, time, financial and human resources are directed accordingly.

Flexibility and freedom of choice are built into all aspects of volunteering.

Volunteers want to be able to choose from a wide range of activities and have the flexibility to change their priorities.

Involving volunteers entails collaboration between them and the host organization's employees to achieve the intended and measurable results.

Volunteers and employees of community-based organizations work together and can see their joint contribution to the development of both the organization and the community.

Volunteering is about aligning the needs of the organization with the skills, talents and passions that volunteers want to share.

Volunteering is a win-win relationship for both the organization and volunteer.

Volunteering develops the capacity of the organization beyond the possibilities of the staff alone.

With more human resources at their disposal, organizations can run more programs and services. In addition, volunteers can contribute significantly to the diversity and quality of activities through the various talents they bring to the organization.

CHAPTER

02 Planning a volunteer program

Each organization has a vision, such as a world of healthy children, a violence-free community or a home for everyone. Organization's mission helps define how to reach the goal embodied in the vision. Volunteers can play an important role in helping to carry out this mission.

Planning for your volunteer program helps you define how volunteers will contribute to your mission and fit into your organization's structure. You can also determine the purpose of your volunteer program and the roles volunteers will play. This chapter discusses aspects of planning, including defining your mission, assessing your organization, developing a volunteer program, and describing volunteer positions.

Define your mission

A sound mission statement will help define how volunteers fit into your organization. Your mission statement identifies the scope of your organization's operations and reflects its values and priorities. It can help you market your organization by describing briefly its culture and purpose.

What does a mission statement look like? Here is an example: The mission of Millenium Training and Development Institute is to promote quality in non-formal education and youth work by developing civic initiatives and youth policies, contributing to personal and professional, organizational and community development, as well as transforming the concept of collaboration and partnership into a common practice of civil society in the

Republic of Moldova.

Usually, the mission statement is formulated as part of organizational planning. Although developing a mission statement is beyond the scope of this handbook, below we provide some basic principles related to mission statements.

When you develop your mission statement,

- Involve members at all levels of the organization;
- Put it in writing, and make sure that it is sufficient to help focus your organization's efforts;
- Make sure that everyone understands it.

Each volunteer program has a mission, which is clear, and has specific objectives that are communicated both internally to employees and volunteers and externally to the wider community.

The mission states the reason for the Program's existence, what it is known for. It is important that the mission statement is understood by every employee and volunteer in the organization and passed on to the community. In order to achieve their mission, organizations set specific objectives for their Volunteer Program, either for one year or for longer periods (3-5 years). This informs the program development, as the organization will know how to allocate time and financial resources to achieve these objectives.

Be aware of the difference between mission and objective. The mission is not always achievable in the short term, while the objective is. The mission has no time limit, while the objective does. The mission is the end point of the journey, and the objectives are the steps taken to get there.

Assess your organization

Reviewing your organization's use of volunteers will help you determine the direction you want to take. Defining how you currently utilize volunteers, new potential volunteer activities, and how you can develop a program will set the stage for a successful endeavor.

Assess your use of volunteers. To develop a volunteer program, you and your whole team should first assess how your organization uses volunteers. You should agree on the reasons for utilizing volunteers and how volunteers fit into the organization's structure. At the same time, bear in mind that volunteers should not take over the duties of employees. They contribute skills, knowledge and often experience that all together improve the work of the organization.

So why does your organization use volunteers?

Analyze and answer: Your organization involves volunteers:

- As part of its spirit and values,
- To strengthen community capacity,
- To increase diversity,
- To make sure you matter in the community,
- To provide opportunities for beneficiaries to become volunteers, building self-confidence and personal skills,
- As a route to employment,
- To increase the capacity to offer new services.

Filling in an organizational self-assessment form (see two examples below) can give you an idea of where you are in the process of

developing a volunteer program. The general self-assessment questions may include whether you have hosted volunteers before, how do you use and recruit volunteers, etc.

Template 1 for organizational self-assessment: SWOT analysis



Template 2 for organizational self-assessment: Organizational self-assessment form

Organisation _____

Mission _____

Total number of volunteers _____

Number of general volunteers (e.g. persons dealing with administrative tasks): _____

Number of volunteers with specific skills (e.g. photo and video editing): _____

Volunteer roles/positions: _____

Recruitment methods: _____

Recruitment sources: _____

Attractive organizational qualities for volunteers: _____

Gaps in the organization that volunteers could fill: _____

Barriers (e.g. lack of time to coordinate volunteers): _____

Colleagues available to supervise volunteers: _____

Assessment of the organization's needs

In order to be successful in the recruitment campaign, it is necessary to carry out a needs assessment of the organization's use of volunteers. So, before launching the call for volunteers, you can reflect together with your team and answer the following questions:

Step 1: Take time to reflect on your organization's mission statement, values, vision and goals.

Step 2: Design an organization-wide analysis (management, employees, current volunteers) identify areas where you can involve volunteers.

Step 3: Check if you really need volunteers.

Step 4: Create as comprehensive a list of tasks for volunteers as possible.

Step 5: Group the related tasks together and develop clear positions within the organization.

Step 6: Write job descriptions for each position.

Community needs assessment to strengthen volunteering

To launch the volunteer program, it is also necessary to assess the needs of the community in which you work. The community needs assessment will identify the existing needs in the community and, at the same time, determine if the community has available resources to meet those needs or if this is where you and your volunteers need to focus your efforts.

Conducting a community needs assessment and using this to guide your volunteer program will strengthen your volunteer efforts and make your volunteer program more focused and, as a result, effectively meet the community needs and motivate volunteers.

The basic steps of a community needs assessment

1. Define your community

Defining your community can give you an idea of why there may be gaps in your community. It also helps identify the groups or sub-communities that are most likely to be affected by these gaps. You can define your community by:

Places. Communities tend to cluster around places where people live, play, work and gather for certain purposes. The places can include schools, youth centers, parks, religious establishments and other infrastructures. How will the program approach and respect those important places? What infrastructure exists in the community?

Population. While people of your community have unique lives, often groups of individuals have similar needs. Your goal is to understand the culture and social structure of the community to better anchor the program.

Attitudes and values. This is what motivates your community. What is important to the people living in the community? What beliefs are important to consider and respect? What are the local attitudes to certain issues?



1. Define the purpose of the volunteer program and what you intend to achieve.

2. Create an action plan. Creating an action plan involves the exact steps and activities you want to take. This is deeply rooted in the findings of your community needs assessment.

3. Implement the program. You have listened to what is important to your community. You have developed a plan. Now is the time to implement your program!

There are many different ways to collect this information, including:

- **Conducting ‘public forums’ or ‘listening sessions’ with members of the community to gather ideas, thoughts, and opinions about how they would like to transform their community.** The whole community gathers for public forums or listening sessions to talk about what is important to them. These meetings are usually led by facilitators, who guide a discussion about perceived strengths and problems of the community, and how people wish the community was like. Someone typically records these meetings, and the verbatim transcription informs the subsequent planning.

- **Holding focus groups with the people interested in addressing the community issues, including leaders, people most affected by the issues, entrepreneurs, teachers, etc.**

Focus groups are similar to public forums, but they are smaller. Generally speaking, they are comprised of small groups of people with similar backgrounds, so they will feel comfortable talking openly about their concerns. For example, focus group members are generally about the same

age, and share common interests. Focus groups function like public forums, and also use facilitators and recorders to focus and document the discussion. Your organization could hold focus groups with several different groups of people to get the most holistic view of the issue at hand. For example, if your organization is involved in child health, you might have one focus group with health care providers, another with parents or children, and still another with teachers. Once you have a draft, you might hold a follow-up focus group for feedback.

- **Holding interviews with people in leadership positions in the community, such as local politicians, school headmasters, social service agency staff to find out their views on the existing problems or needs.** These people will often have the necessary expertise on community issues. These meetings can then be used as a starting point if and/or when you apply for funding or ask for volunteer support.

It is important to realize that these different ways of collecting information from your community are not mutually exclusive. In fact, if the organization has resources, it is



The Youth Fund operates on a voluntary basis, involving young people in fundraising activities for community projects in line with the needs identified by young people in their community. A specific example is that of Daniela Renta, a volunteer at the Cahul Youth Fund, who analyzed the needs of the community and identified that there are many people active on Instagram and many local brands in the municipality. Informed by the results of the community needs analysis, young people developed a project idea for a platform that brings together people passionate about Instagram and local brands to create wonderful collaborations between them.

advisable to do all of the above, so as not to waste time on something that has already been done by another community stakeholder.

What are the right questions to ask in order to find out what matters to community members? Below is a list of questions that your organization can use in discussions with community members. These questions may be used for individual interviews, focus groups, public forums, or in any other way your organization chooses to gather information.

- What is your dream/vision for our community?
- What would you like to see change?
- What kind of community (or program, policy, school, neighborhood, etc.) you would like to create?
- What are the major challenges in the community (or school, neighborhood, etc.)?
- What are the community's major strengths/assets?
- Why should these issues/needs be addressed?
- How should these issues/needs be addressed?
- What would the success of our community look like?

What is the purpose of the organization's volunteer program?

Once the members of the organization have heard what the community has to say, it's time to decide the overall goal by answering a few questions:

- Which issue is most important to the organization's volunteer program?
- At what level will the program operate? Just in one school or one neighborhood, or in the whole community? Locally, nationally or even internationally? In order for the organization to gather and analyze the best responses, it is important that everyone in the institution is consulted.

Determine what volunteers will do

Once you have defined how your organization plans to use volunteers, the next step is to determine what your organization expects the volunteers to accomplish. Volunteers can contribute to service delivery and programs much more than simply being responsible for preparing the room for an activity and arranging coffee breaks. In addition, keep in mind that volunteers should have unique roles.

Set specific goals and objectives for volunteer work, defining how volunteers will differentiate between their role and responsibilities. Review these goals and objectives regularly and modify them if necessary. Over time, you will be able to use data from volunteer accomplishments to show how the program has improved your community. The data will help you market your program and recruit new volunteers.

Determine the types of volunteers you need. Volunteers can be divided into four types:

- General volunteers, such as people who handle office responsibilities and perform logistical tasks.

- Volunteers with specific skills such as creating visual materials, organizing activities with young people or adults, coordinators of the departments in which volunteers are involved.

- Pro bono volunteers, such as accountants or lawyers, who provide free professional services.

- Ad-hoc volunteers, whose help an organization uses only in crisis situations or for certain activities/events.

You will need to determine which

type(s) of volunteers would benefit your organization. It is not a problem if you use different types of volunteers.

Strategic planning of a volunteer program

VMOSA (Vision, Mission, Objectives, Strategies and Action Plans) is a planning process used to help community organizations define a vision and develop practical ways to enact change in the community.

VMOSA helps to set and achieve short-term goals while keeping sight of the long-term vision of community organizations. Implementing the planning process supports the development of a clear mission and the foundation of the organization's volunteer program mission.

What is VMOSA?

Strategic planning is the process by which an organization can define its own VMOSA, i.e. the vision, mission, objectives, strategies and action plans for its volunteer program. This is a comprehensive planning tool designed to help your organization move from ideas to actions that will generate positive outcomes for the community.

Why should organizations use VMOSA?

- The VMOSA process grounds your dreams. It makes good ideas possible by laying out what needs to happen in order to achieve your vision.
- By creating this process in a group effort (taking care to involve all people in the organization), it allows your volunteer program to be well defined and structured.
- The process gives you an opportunity to develop the vision and mission of the organization's volunteer program together with the community. This means that the team's work is much more likely to address the community's real needs and desires.
- VMOSA allows your organization to focus on your short-term goals while keeping sight of your long-term vision and mission.

When should you use VMOSA?

- When the organization is new and/or just developing its volunteer program.
- When your organization is starting a new initiative or large project, or a new direction of work.
- When your organization is trying to invigorate an older initiative that has lost its focus or momentum.
- When your organization applies for

new funding. It is important under these circumstances to clarify your vision and mission so that any funding you seek supports what your organization's volunteer program actually stands for.

Everyone has a dream. The most successful organizations find a way to make this dream a reality. This strategic planning process helps to define the dream, set goals, define how to achieve those goals, and finally develop practical ways to bring about the necessary changes. Thus, in order to help you identify the path that your organization's activities will follow, we have detailed below the steps you should take to make sure that your organization's activity is in line with your priorities, those of your community and, especially, those of the people you want to help.

Developing the vision and the mission statement

Developing the vision and the mission statement of an organization's volunteer program are the first steps in the VMOSA strategic planning process. Developing a vision and a mission statement is crucial to

the success of community initiatives. They explain briefly the organization's aspirations for volunteering, help the organization focus on what is really important, and provide a basis for developing all the elements of the strategic plan.

What is a vision (DREAM)?

Your vision communicates what your organization believes are the ideal conditions for your community in which its volunteer program operates. In other words, it shows how things would look if the issues important to the community were perfectly addressed. It could be a world without wars, for example, or a community where all people are treated equally, regardless of gender or race.

The vision statement can be made up of short phrases or sentences that convey the hopes of the volunteer program for the future. By developing a vision statement, the organization makes its beliefs and governing principles in the volunteering sector clear to the people in the organization, as well as to the broader community.

The vision communicates what, from the organization's perspective, are the ideal conditions for volunteering in the community

– how things would look if the community's problems were non-existent. This utopian dream is generally described by one or more phrases or vision statements, which are brief proclamations that convey the organization's dreams for the future. By developing a vision statement, your organization makes the beliefs and governing principles of your organization clear to the broader community (as well as to your own staff, participants, and volunteers).

There are certain characteristics that most vision statements have in common:

- They are understood and shared by members of the community;
- They are broad enough to encompass a variety of local perspectives;
- They are inspiring and defining for the organization's volunteer work;
- They are easy to communicate (the vision should be short enough to fit on a t-shirt).

Here are a few vision statements which meet the above criteria:

- Education for all;
- A community where all young people have access to education;
- A lively and active community where young

people stay;

- A world where young people and children can develop freely and with dignity, in a safe and loving environment, where they can live full lives, regardless of ability or disability.

Developing a vision statement has the following advantages:

- draws people towards a common goal;
- creates hope for a better future;
- inspires community members to achieve their dreams through positive and effective action;
- is the starting point for the other elements of the VMOSA: mission, objectives, strategies and action plans.

What is a mission (the WHAT and WHY)?

The next step in the planning process is to ground the vision in practical terms, i.e. to develop the mission statement of the volunteer program. It describes what the organization's volunteer program is going to do, and why it is going to do that. Mission statements are similar to vision statements, but they are more concrete, and they are definitely more 'action-oriented' than vision statements. The mission might refer to a problem, such as an inadequate housing, or a

goal, such as providing access to health care for everyone. While they don't go into a lot of detail, they start to hint – very broadly – at how your organization might go about fixing these problems in the community.

Some general guiding principles about mission statements are that they are:

- *Concise*. Although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence.
- *Outcome-oriented*. Mission statements explain the outcomes that the Program contributes to.
- *Inclusive*. While mission statements do make statements about your volunteer program's overarching goals, it's very important that they do so very broadly. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project.

Examples of mission statements:

- We promote youth development in the community by bringing people, ideas and resources together.
- Our mission is to transform the lives of marginalized children and youth from Romania's poorest communities .

- Our mission is to guide young people to learn to become the creators of their own lives .

A clear and compelling mission statement offers the following advantages:

- the vision becomes more concrete, more action-oriented;
- provides an opportunity to explain the objectives to stakeholders in a clear and concise way;
- improves the image of the organization/ volunteer program in the community and with sponsors.

Beyond the definitions; developing the vision and mission statements

Now that your organization has a broad understanding of what it wants to achieve, it can begin to put the vision and mission statements of the volunteer program on paper. It is advisable that they be thought out in general terms and for the long term.

How to write a vision statement

First of all, members of the organization should propose several vision statements to reflect all the ideas collected from the community. In a brainstorming session, all members can suggest and write down all

their vision statement ideas, possibly on a flipchart, so people can be further inspired by the ideas of others. The conclusions of the discussions with community members can be the starting point. Oftentimes, some of the vision statements will jump out at you – someone will suggest it, and people will just instantly think, ‘That’s it!’

Helpful questions to frame the vision statement:

- What is the common goal of the community and the organization?
- Does the goal offer hope for a better future?
- Will it inspire community members to realize their dreams through positive and effective action?
- Does it provide a basis for developing the other aspects of your action planning process?

Attention! The vision statement can consist of several sentences. Whether there are two or more, what matters is the overall picture of the organization’s volunteer program.

How to write a mission statement

The process of writing a mission statement is similar to developing your vision statement, the difference being that the mission

statement is a single sentence related to the work the organization wants to accomplish through the volunteer program.

Helpful questions:

- Does it describe what your organization’s volunteer program will do and why it will do it?
- Is it concise (one sentence)?
- Is it outcome oriented?

How will your vision and mission statements be used?

There are many ways in which your organization may choose to disseminate its vision and mission statements: they can be added to the letterhead of documents, used on the organization’s website, printed on t-shirts, promoted on social media or in any medium that generates visibility, etc.

Creating objectives

What are objectives? How much, what and by when will they be accomplished?

Once an organization has developed its vision and mission statements for its volunteer program, the next step is to develop specific objectives focused on achieving them. Objectives are statements about the measurable outcomes of your volunteer program. Objectives generally

set out how much, what and by when it is to be accomplished. For example, one of the objectives for a community initiative to promote elder care could be, ‘Increase by 20% (how much) the number of elders reporting that they are in touch with their caregiver (what) by 2023 (by when)’.

Objectives should be SMART:

- **Specific.** How much (e.g. 10%) needs to be accomplished (e.g. a change in behaviour or an outcome) by when (e.g. by 2025).
- **Measurable.** The information on the objective can be collected and analyzed.
- **Achievable.** Can be achieved as planned.
- **Relevant.** The objectives are in close connection with the vision and mission statements.
- **Timely.** They will be accomplished within a deadline.

Example:

The objective of an adolescent substance abuse prevention initiative can be: **By 2024, 70% of the community youth will attend monthly vocational counseling sessions.**

When should you set objectives?

The volunteer program should set objectives when:

- it has developed (or renewed) its vision and mission statements and is ready to take the next step in the planning process;
- the program activity has changed or expanded;
- wants to address a community problem or make a change that requires:
 - several years to complete. For example, through the volunteer program, the organization hopes to increase the percentage of students graduating from high school, which can take several years to complete;
 - a change in the behavior of a large number of people. For example, the program may seek to reduce the risk of cardiovascular disease, and one objective may be to increase the number of young people playing sport in the community.
 - a complex approach. For example, the use of prohibited substances need to be addressed on several levels: access to drugs, available prevention and rehabilitation services, legal consequences for drug use, and reduction of use.

Developing an action plan

The action plan is the organization's way of ensuring that the vision is translated into

practice. An action plan describes how an organization will achieve its goals through detailed steps describing when and how this is going to happen. At the same time, developing an action plan helps the volunteer program turn its vision into reality and increase the effectiveness and accountability of its members.

Each stage of the action plan should include the following information:

- what actions or changes will take place;
- who will carry out these actions;
- by when it will take place and how long it will take;
- what resources (money, staff, etc.) are needed to carry out these actions;
- communication (who and what should they know?).

For example, a program with a mission to increase young people's interest in politics might provide for the strategy of educating students about the electoral system. Some action steps could then be to further develop age-appropriate materials for high school students, hold a mock election for local school candidates, and include a course in the curriculum.

What are the criteria for a successful action plan?

An action plan should meet several criteria. It should be,

- Complete. Does it list all the steps or changes that need to be made in the community (e.g. schools, business, etc.)?
- Clear. Are all the steps properly detailed?
- Current. Does the action plan reflect the current work? Does it anticipate newly emerging opportunities and risks?

Ideally, an action plan should contain 2-3 general objectives, no more than 3-5 specific objectives, and there should be a minimum of two activities and actions for each objective or activity. For each general objective a table will be made according to the following template:

Mission of the volunteering program: promoting non-formal education in educational institutions					
Organization's values: involvement, responsibility, professionalism, equal rights, non-discrimination, partnership, transparency, loyalty to the organization					
General objective: 20% increase in the number of non-formal activities organized in 2 high schools of Chişinău municipality by May 2023					
No	Specific objectives Objectives are statements about the results expected to be achieved by implementing the plan. The objectives should describe what is to be achieved.	Work An activity is a set of actions carried out to achieve a result.	Implementation period	In charge	Outcome indicators
1.	Objective 1 <i>Set up the volunteer team</i>	Activity 1.1 <i>Recruit and select new volunteers:</i>	May	First name, last name	– <i>recruitment message developed;</i> – <i>number of applicants;</i> – <i>number of people interviewed and selected;</i> – <i>etc.</i>
2.	Objective 2 <i>Provide orientation and support integration of the volunteers into the organization</i>	Activity 2.1 <i>Familiarize the volunteers with the organization's mission and culture, volunteer rights and responsibilities, and strengthen the volunteer team.</i>	May/June	Last name/ First name	– <i>number of volunteers present;</i> – <i>etc.</i>
3.	Objective 2 <i>Familiarize the volunteers with non-formal education and train them to carry out non-formal activities</i>	Activity 2.2 – <i>Organize internal trainings for the volunteers;</i>	July	Last name/ First name	– <i>number of trained volunteers;</i> – <i>number of trainings carried out;</i> – <i>etc.</i>
4.	Objective 3	Activity 3.1 Activity 3.2 Etc.			
5.	Objective 4.	Activity 4.1. Etc.			

Creating a volunteer-friendly culture

Any organization that coordinates volunteers has the responsibility to create a set of policies to ensure a good volunteer experience in the organization that will help with volunteer selection, risk management, conflict resolution, etc.

In order to create a volunteering culture it is necessary to develop a set of volunteer policies within the organization. Some of the basic policies include:

- **Volunteer policy** – to cover the recruitment, support and supervision of volunteers.
- **Health and safety policy** – all organizations have the responsibility to provide a safe and healthy workplace for their employees. This responsibility is also towards volunteers. There is a requirement that all volunteers working with or involved in the activities of an organization must not face any bullying, harassment, intimidation or victimization on the basis of gender, race, color, ethnicity, sexual orientation, marital status, religion or belief, age or disability. Organizations should take steps to create an environment in which the individual characteristics and differences

of volunteers and the contribution they make are recognized and appreciated.

The Law on Volunteering No 121 covers several aspects of volunteer health and safety. These are:

Article 6. Volunteer rights and obligations

- (1) A volunteer shall be guaranteed the following minimum rights:
 - b) work in a specific field according to one's own possibilities and in accordance with the rules of the host institution;
 - c) voluntary health insurance provided by the host institution, in accordance with the law, against the risks of accident, illness or other risks arising from the nature of the activity;
 - f) the right to rest time in such a way that the duration of working time, determined in accordance with the law, does not affect the health and psychophysical resources of the volunteer;

Article 7. Responsibilities of the host institution

- c) ensure that volunteer work is carried out in compliance with the requirements of occupational health and safety;
- d) ensure the privacy of beneficiaries with whom the volunteer is in contact;
- f) provide training and professional development for volunteers, including on how

to operate certain technical equipment and work safety conditions, in order to implement the terms of the volunteer agreement;

g) prevent volunteers from engaging in work that is dangerous or likely to harm their life or health;

h) provide health care services in case of occupational accident or illness. If the volunteer is not insured, the cost of health care services shall be fully covered by the host institution;

Article 12 of the Volunteer Agreement (item VI. Benefits provided by the host institution) also states that 'the host institution undertakes to pay the cost of the volunteer's health insurance for the duration of his/her activity (if applicable)'.

• **Equality and diversity policy** – these policies are based on principles of non-discrimination, equality and diversity, which define and support volunteer involvement right from the volunteer selection process.

• **Risk prevention and management policy** – organizations have a legal, moral and ethical responsibility to reduce the exposure of risk

to the organization, staff and volunteers. Start by conducting a risk assessment for each volunteer position to identify risks and possible solutions to minimize or eliminate exposure to risk.

- **Support and supervision policy** – volunteers receive the level of support and supervision required for the role and are given regular opportunities to provide and receive feedback.

- **Code of conduct** – a code of conduct for volunteers should set out the level of professional and ethical conduct, behaviors and attitudes expected of volunteers who engage with the organization. The Code should apply to all persons involved in volunteering activities, including the volunteer coordinator. The purpose of this code of conduct is to:

- provide practical guidelines of what is expected of a volunteer;
- give enough context for an individual to understand what is acceptable behavior when representing the organization;
- establish agreed standards of appropriate behavior and a shared understanding of the role and responsibilities of volunteers;

- provide a reference for volunteers in solving problems and resolving conflict;

Your organization could develop the policies/ documents jointly with volunteers to make it a volunteer-centered activity.

Statement of volunteer rights and obligations

Knowing the rights and obligations of volunteers is very important, as it can help develop an organization's internal policy on volunteering, guide the process of managing the volunteering program, but above all, it informs the volunteer about the implications of volunteering from the start.

The statement of the volunteer's rights and obligations can also be used as an interview tool or as a starting point in a meeting with volunteers. It is very important that this information is not just handed out as a leaflet, but is discussed, debated and adapted together with the organization's volunteers. Going through the content of the Statement will help volunteers to orient themselves and establish the initial rules of the working relationship with the host institution. Below

is the detailed text of the Statement which can be adapted to suit the needs of each individual organization.

As a starting point for setting out the rights and obligations of volunteers you can refer to the Law on Volunteering No 121 of 18.06.2010, Article 6: Volunteer rights and obligations





Volunteer rights

- Receive a challenging responsibility/work assignment.
- Be orientated, trained and supervised in the performance of the project task.
- Feel that their efforts contribute to the organization's mission and have an impact on the target group.
- Receive constructive feedback and be evaluated on the work done.
- Be treated with respect and regarded as a member of the team.
- Be provided with all the necessary information to be able to successfully carry out the assigned tasks.
- Be constantly informed about important things happening in the organization.
- Spend qualitative time on the organization's projects.
- Ask any questions they feel necessary to clarify the tasks assigned.
- Provide the organization with input and advice on how it could meet the needs of future volunteers.
- Feel safe.

Volunteer obligations

- Not to take on more tasks than able to perform.
- Meet the deadlines for completing the tasks, or if not possible, provide alternative timelines for the project to meet the original deadlines.
- Perform the assigned tasks/responsibilities with utmost seriousness.
- Provide input on how their tasks could be done better.
- Comply with the procedures and regulations of the organization where they work.
- Ensure the confidentiality of the information provided.
- Be open and show respect for the opinions offered and discussed.
- Poor management should not be present in volunteering. Give advance notice of absences or changes to their schedule.
- Perform the assumed tasks.
- Liaise and work with other team members as required by their duties.
- Take care of themselves.

Role of volunteer coordinator

Volunteers, like employees, need to get help with problems and answers to their questions. They need to feel productive, do tasks that challenge them and have the opportunity to grow. They also need to know that they are appreciated for what they do.

To have highly effective volunteers, the organization will need the following:

- A designated volunteer coordinator. Coordinating volunteers should not be a shared responsibility that staff attend to when they have 'spare time', but a duty included in an employee's job description.
- A defined volunteer program, with the role of volunteers in your organization and position descriptions.
- A volunteer training program.
- A clear set of rules for volunteers and for staff working with volunteers.
- A recruitment and management plan.
- A recognition program, such as an annual awards ceremony.

Volunteer management may be defined as the process used to bring volunteers into an organization, to provide support for

their volunteering activity and to replace them with new volunteers when they leave.

So who is a volunteer coordinator? It is someone from within the organization who:

- Recruits volunteers;
- Supports volunteers and contributes to their development;
- Harnesses and motivates volunteers.

Who can become a volunteer coordinator?

Being a volunteer coordinator means working with people (volunteers, beneficiaries, partners). A volunteer coordinator is the person who plans, manages, supervises and evaluates the work of volunteers in the organization.

Responsibilities:

- Design and implement volunteer policies, procedures and processes.
- Develop a list of volunteer requirements for the organization.
- Develop, manage and implement the Volunteer Program Plan.
- Recruit and acquaint them with the organization.
- Assign tasks to volunteers.
- Organize orientation activities for volunteers,

introduce them to the organization's team, volunteer team.

- Familiarize volunteers with the safety rules, their rights and responsibilities.
- Act as the 'go to' person for volunteers should they have a concern or problem.
- Actively recognize volunteers generally and individually through the organization's communication channels.
- Provide day-to-day support, regular supervision and coaching.
- Assess the risks and provide the necessary protection.
- Manage the conflicts that arise and handle the current problems.

Coaching as a leadership practice is defined as conducting regularly scheduled one-on-one discussions between the volunteer coordinator and the volunteer that are focused on performance and development.

A volunteer coordinator needs to be well trained to perform coaching. In particular, this includes knowledge of the laws in force regulating the area in which the organization works. On the other hand, it is important to have experience in interacting with volunteers of different ages (children, young people, seniors) and a psychological profile that is appropriate and adapted to working with them. In addition to the theoretical skills and knowledge they need to have, volunteer coordinators must be passionate about their work and, above all, enjoy working with volunteers.

There are several important qualities and skills a successful volunteer coordinator:

- **Selection skills**, both for selecting the right people to volunteer in the organization and for assigning the right tasks to the right people;
- **Evaluation skills**, in order to correctly assess the skills and competences of people who want to become volunteers;
- **Training capabilities**, in order to provide them with the opportunity to develop skills relevant to their chosen or future profession;

- **The ability to build a team**, in order to involve each volunteer according to their qualities and expectations, as well as for them to benefit from the positive effects of group cohesion when working towards a common goal. Effective teams are those in which volunteers not only know what they need to achieve, but also have the opportunity to explore their roles within the group;
- **The ability to be a good mentor**, in order to help volunteers to be open, communicative, to trust and give confidence to the volunteer coordinator and not only, to support them to manage challenges;
- **The ability to understand the behavior of others** in order to understand why volunteers act one way or another.

Beyond these skills, volunteer coordinators will spend a significant amount of time facilitating group discussion and individual instruction. Here are some important elements to consider.

Facilitation skills

Facilitation skills play a special role in the success of a volunteer coordinator. To create an inclusive atmosphere and ensure that

a volunteer program is participatory, the coordinator needs to be a good speaker and a good listener. Below, we suggest some techniques that will help you involve volunteers in discussions and make them feel that they are heard and that their ideas are appreciated.

Instructions

One of the things you will do most often in your role as volunteer coordinator will be to ask people to do something – either give them work assignments or explain what you will be talking about and what you will need to decide together. It's hard to believe, but this is the most challenging part of facilitation for many facilitators. And nothing brings so much chaos to a group as unclear instructions that each participant understood differently.

Here are some tips for formulating clear instructions:

- General rule – answer three questions: **What? Why? How?**
- Use multiple channels of information perception: say and write (or show on the screen)
- Break the instruction down into simple steps
- Give instructions BEFORE you distribute

materials (most often)

- Describe the process ('First, I will give instructions. Then, I will...')

Questions

A good question can help energize your group of volunteers, challenge them to think, or generate a lively discussion. The important thing is to be patient and allow at least 10 seconds of silence before you come up with an answer.

- The questions facilitators use are of several types:

- **Clarifying questions**

1. What do you mean?
2. Can you elaborate your idea?
3. Can you give an example?

- **General questions** (to provoke discussion)

1. What would an ideal event look like?
2. What is most important for our beneficiaries?

- **Targeted questions**

1. Ion, what's the most effective way to inform people about our event?

- **Redirected questions** (in response to a question)

1. That's a very good question. How would you answer it?
2. Let's see what others think!

Paraphrase

Paraphrasing has two purposes – to make sure that you have understood correctly what the participant said and to make the participants feel heard and understood.

- Examples of paraphrase:

I take it that...

Let's see if I got this right...

So, you're saying that...

- Use your own words to convey what the participant is saying.
- Use about the same number of words for short sentences and summarize for longer sentences.
- Check if the participant agrees with the paraphrasing. If not, ask for clarification.

Summarizing

Group discussions rarely go exactly according to plan and without deviations. To help participants stay connected to what is being discussed, summarize the most important ideas. Often, when you feel that the discussion has stalled, summarizing helps you make the necessary conclusions and move on to the next topic. Mention in a few

words:

- What was discussed and what you still have to discuss
- What decisions have been made and which are next
- Don't ignore emotions: if a certain subject generates frustrations, conflicts, tensions, it is important to acknowledge and mention this. The same goes for positive emotions! If an event is eagerly anticipated, mention the team's many positive emotions.

Tip: To encourage participation, you can ask one of the volunteers to summarize what was discussed.



DOS

- Demonstrate a positive attitude towards volunteers by way of greeting, speech, non-verbal language.
- Praise and encourage volunteers for their efforts, however small.
- Be honest if you don't know the answer to the volunteer's questions and ask for help in finding it.
- Make sure you always know where your volunteers are and that they are properly supervised.
- Provide constant supervision during any activity that may present a potential hazard (e.g. when knives are used to prepare meals).
- Seek help if there is conflict or difficulty managing a situation with a volunteer.
- Encourage volunteers to discuss and report any incidents that may cause problems.
- Do not discuss volunteers outside of the program or in front of them. Respect their right to privacy, which extends to their families.
- Treat everyone who frequents the organization equally, regardless of social status, gender, language spoken, religion or views.
- Create a safe environment within the organization.
- Give volunteers opportunities to talk about any concerns they might have, using active listening.

DON'TS

- Don't shout, swear or show your frustration in the presence of volunteers. If you encounter difficulties, ask for help.
- Avoid any inappropriate verbal or physical contact with a volunteer.
- Don't make a volunteer look bad by making critical comments or reprimanding them in front of their colleagues.
- Don't be judgmental/critical of volunteers, especially in their absence.
- Never compare one volunteer to another, whether in terms of behavior, skills, lifestyle, work ethic, music or clothing choices.

I wish I'd known this before!

Tips from current volunteer managers.

‘Join a community of volunteer coordinators – get to know the experiences of other volunteer coordinators to see how they manage things. They will be happy to share their thoughts, materials and lessons learned.’

Tasks:

1. Analyze the needs of the organization and the needs of the community.
2. Develop the volunteer program based on the needs of the organization and the needs of the identified community.

CHAPTER

03

Recruitment of volunteers

Now that you have identified the needs of your target group, know the relevant legislation, have your team and partners in place and have selected the programs you want to develop, it's time to start recruiting new volunteers.

Volunteer recruitment is the process of attracting and inviting people to volunteer.

Recruiting volunteers can be compared to a company's advertising campaign. The organization promotes the benefits of volunteering and the programs it runs in order to get people active by getting involved in these volunteer activities and programs.

Develop your recruitment message

Your recruitment message should be inviting and encourage people to become involved

with your organization. You may have multiple recruitment messages tailored to the different volunteer demographics your organization requires, such as students, professionals, neighborhood youth or seniors.

Motivational messages for volunteering

- Give something back to your community.
- Share your skills.
- Get to know your community better.
- Help someone.
- Make new friends.
- Explore (a career).
- Spend time efficiently.
- Do something out of the ordinary.
- Be an example for someone.
- Learn a new skill.
- Act on a passion.

Example of a volunteer recruitment notice:

Are you an energetic, organized person eager to contribute to society?

Are you willing to step out of your comfort zone and do more?

Do you enjoy working with children and want to get involved in children's programs?

This is great! Our organization (name of organization) is recruiting volunteers.

or

Join us if you have 2-3 hours of spare time per week and are interested in working in an empathetic way, using your knowledge in different forms of non-formal, child-friendly education.

What are the benefits of your engagement as a volunteer?

-direct interaction with children and a friendly team:

-the opportunity to make friends with many other volunteers;

-creativity development;

you will gain experience in working with children:

-upon request, we can provide you with a letter of recommendation.

Send your CV to organizationemail@gmail.com or contact us on 068 XXX XXX for more information.

Have you attended training courses and were so impressed that you thought you would like to facilitate activities yourself?

Now you can participate in organizing and facilitating activities for other young people.

Millenium Trainind and Development Institute is now selecting trainers in the team of volunteer young trainers.

Trainer profile:

People willing to invest time and effort in personal and professional development by organizing weekly training activities for young people with a minimum duration of 2 hours.

We are looking for sociable and responsible individuals who are:

- Good organizers of personal time and volunteer work;
- Ability to communicate effectively (knowledge of Russian and English is an advantage);
- Energetic and open personality when interacting with people;
- Punctuality, reliability, flexibility, creativity, enthusiasm;
- Ability to convey a clear message;
- Positive and proactive attitude;
- Desire for personal and professional development;
- Taking responsibility for dedicating monthly time to organize activities for other young people;
- Experience in facilitation activities is an advantage.

Volunteer position description

Once you decide how to use volunteers in your organization, you will need to write the volunteer position descriptions you have identified. Position descriptions are key elements of a successful volunteer program. They help you to select, involve and evaluate volunteers in a fair and reasonable way. Well-written volunteer position descriptions can help volunteers self-evaluate. Volunteers can decide if they have the time, skills and interest to carry out the position tasks presented.

A position description is a key recruitment tool. It clarifies what kind of skills, qualities and experience the volunteer should have to be successful in this position.

A job description helps to evaluate the tasks performed. It defines the desired outcomes and expectations that will help the volunteer coordinator to recognize a volunteer for a well performed task or provide the necessary support to volunteers who are experiencing difficulties, and in some cases, to help initiate the process of terminating the volunteer agreement (in the next chapter you will discover what a volunteer agreement is).

Volunteer position description worksheet sample

Component	Definition	Model
Position description	The position title should be as representative as possible of the work the volunteer will be doing	Volunteer social media specialist
Purpose of the position	– What is the purpose of this position? Why was this position created and why is it important? How will the volunteer help the host institution achieve its mission? What similarities does the volunteer position have with other positions in the host institution? Describe how the position contributes to achieving the mission of the organization/institution.	Setting up and optimizing your organization's social media pages for each social media platform
Position holder	Full name of the person holding this position	Vasilescu Vasile
Volunteer Agreement No:	If you have signed a Volunteer Agreement with the volunteer, please indicate here the contract number	(If a volunteer agreement is concluded)
Supervisor	Name of the person who will supervise the volunteer's work	Isaicul Alexandra
Start date and duration of activities	Indicate how long the volunteer has been working in this position	Program: 5 hours per week for a period of at least six months starting from 10.05.2022
Location of the activity:	At the office: - - - - - %, in the territory: - - - - - %, another location: - - - - - %	Location of activities – entirely at the premises of the host institution
Reports to:	The person supervising the work of volunteers can be either the volunteer coordinator or the coordinators of existing divisions in the organization. Surely everyone in the organization needs to know their roles and responsibilities and who reports to whom.	Reports to the Volunteer Coordinator
Main responsibilities	They describe the activities/services and their specific conditions indicating the main responsibilities of the person who will occupy the position	– Writing ads, posts, etc. for the organization's social media pages; – Making banners, images, videos for the organization's social media posts; – Making posts to promote the organization's activities; - etc.
Evaluation methods	What methods will be used to determine whether the desired results have been achieved	Weekly and monthly volunteer work plan
Professional requirements, social skills	List of skills, knowledge, qualities, etc. required for the proper performance of the work	Knowledge of PC operation, copywriting skills, knowledge of visual content creation tools and platforms (Canva, Movie editor, Photoshop), flexibility and creativity, orderly person, etc.
Benefits	Training, volunteer appreciation events or other benefits	– You will improve your web and social media management skills; – You will develop your writing skills; – You will develop skills in creating visual content using different tools and platforms; – A letter of recommendation, etc. will be provided on request.
Equipment/resources available:	Consider and indicate the equipment and resources needed to carry out the tasks set	Computer, access to the organization's websites and social media, access to certain information/documents, etc.

Are you still thinking what a volunteer positions could there be in an organization?

See here for some ideas:

- Department coordinator (if relevant to your organization's volunteer program);
- Volunteer in charge of social media;
- Volunteer responsible for organizing non-formal activities with children or young people;
- Volunteer responsible for the preparation and organization of events; Volunteer responsible for fundraising etc.

Attracting volunteers

Establish your approach to volunteer recruitment

One approach would be to outline specific roles for volunteers and then look for people who meet the criteria. Another option is to meet potential volunteers to discuss what they can contribute and then create a role around them. Whichever approach you take, make sure you find your volunteer a role that matches their reasons for volunteering.

The route you take depends on:

The needs of the organization's beneficiaries;
The level of formality and the structure of the organization;

How much flexibility you have (Can you create new roles or do you have to stick with the ones you have?):

The time and resources you have to support volunteers.

You can attract people to your organization by using several tools and platforms, such as developing attractive visuals like posters that convey the overall message of your volunteer program, short videos for Instagram or Facebook story, TikTok, etc.

To create attractive visual content you can use the online platform www.canva.com which allows you to create Facebook and Instagram posts, edit images, create interactive PPTs, create videos, etc. Canva offers non-governmental organizations the opportunity to request free access to all of its features.

- Promote existing opportunities verbally every time you meet potential volunteers.
- Organize open days when anyone can come and learn about your organization and about your volunteer positions.
- Promote volunteering in your organization at local/national events, such as volunteering fairs.
- To promote your volunteering positions, you can go to school, university or other institutions depending on the volunteer profile you outlined.
- Promote your volunteer recruitment announcement on different media networks, such as civic.md, youth.md, diez.md, etc.
- Promote the volunteer recruitment ad in youth Facebook groups, such as: Oportunități de la tineri pentru TINERi, Educație și Dezvoltare personală, Planeta Voluntarilor, Oportunități de Voluntariat și Stagiere, your community Facebook or Instagram group or other popular groups among locals.

In general, it is appropriate to recruit volunteers only after you have well-defined descriptions of the volunteer positions. This makes it clearer to potential volunteers which activities they will be involved in. In addition, it is best to recruit volunteers only if you have meaningful activities/events/programs to work on with them. Volunteers who apply to join the organization often want to get involved and are eager to get started as soon as possible. If you don't have something meaningful for them to do right away, they may lose interest and go elsewhere.

Application form for volunteers

The volunteer application form allows the volunteer to get useful information about what is required of them to help you structure an interview/selection meeting. Make sure the format is accessible and takes into account different languages, backgrounds and skills. The form should be simple and helpful to the process, not an obstacle.

To create an online application form you can use the free platforms available (e.g. Google Form).

Examples of questions for the application form:

A. General data

1. First name and last name

2. Email address

3. Phone number

4. Age

5. By filling in this form, I confirm that I am applying for the volunteer position with parental/guardian permission (for volunteers under 16 years of age)

6. District and locality where you live

7. Describe your motivation for becoming a volunteer

B. What is your motivation for becoming a volunteer for the organization (indicate the name of the organization)?

1. What skills do you have for this volunteer position?

2. How much time per week will you be able to dedicate to volunteering in our organization?

You can continue the list of questions if you want to know more about the potential volunteers at this stage.



A volunteer coordinator has the following tasks in the volunteer recruitment and selection process:

- Develop the position descriptions
- Establish the recruitment strategy;
- Prepare the calendar of recruitment activities;
- Establish the responsibilities and people involved in the recruitment process;
- Choose and use methods for publishing and promoting the recruitment message;
- Develop the recruitment message or even contacting applicants by phone;
- Inform potential volunteers about the host institution;
- Prepare the volunteer selection activity;
- Select volunteers;
- Facilitate the involvement of already formed volunteer groups/teams;
- Use tools confirming the volunteers' affiliation to the host institution.

DECISION No 158 of 12.03.2012 implementing the Law on Volunteering No 121 of 18 June 2010, section 6, specifies the minimum quality standards for volunteering activity regarding the recruitment and selection of volunteers:

Recruitment and selection of volunteers

- The host institution ensures a fair, transparent, efficient and consistent volunteer recruitment and selection process. 15. Requirements:
- The volunteer coordinator reviews and consults with staff on the need for volunteer involvement;
- The recruitment and selection message has to be clear and accurate;
- The host institution should use an application form for potential volunteers;
- The recruitment and selection of volunteers is carried out on the basis of pre-established tasks and job descriptions.

Preparation of the calendar of recruitment activities

The Volunteer Coordinator is responsible for developing the calendar of recruitment activities and including it in the Volunteer Program Action Plan for the following periods:

the period of developing materials to be used in the recruitment process;
the period of launching recruitment advertisements and promoting the offer of

volunteer vacancies/positions;
the period of informing potential volunteers about the host institution.

Here are some examples of how to prepare a calendar of recruitment activities



Example 1. Task plan

Steps	Period	Notes
Develop visuals for the selection ad		
Develop the application form		
Launch the call for volunteers		
Establish the application period and deadline		What tools/platforms should I use?
Promote the call for volunteers		Where do I advertise the call for selection?
Send the invitation for interview		
Prepare for the interview (format, questions, etc.)		
Interview potential volunteers		
Inform volunteers about the results of the interview		
Prepare the training and integrate training of volunteers		
Etc.		

Example 2. Monthly calendar

STEPS	WEEK 1	WEEK 2	WEEK 3	WEEK 4
	DATE 1-7	DATE 8-14	DATE 15-21	DATE 22-30
CREATE VISUAL MATERIALS	+			
DEVELOP THE APPLICATION FORM		+		
DRAFT THE SELECTION NOTICE			+	
LAUNCH THE CALL FOR SELECTION				+

Selection of volunteers

Not all organizations interview potential volunteers. Tailor the process chosen to the culture and type of organization, the position of the volunteer. For some roles, where you are looking for someone with special skills and experience, such as volunteer mentors or volunteer educators, you will want to interview them and, in some cases, include certain practical exercises to select those volunteers with the ability to provide excellent service to the organization's beneficiaries.

In other cases, a discussion can reveal all the information you need to decide whether a volunteer and your organization are a good match.

Sample interview questions:

- What would you like to know about our organization?
- What attracted you to our organization?
- Do you have volunteering experience? If so, what did you enjoy most about that volunteer position?
- What kind of experience or training that would help you contribute here do you

have?

- How do you deal with situations that don't go according to plan?
- Would you prefer to work on your own, with a group or in a team?
- Why?

Following the interview/discussion, decide if the volunteer has the skills and motivation for the position and discuss possible start dates. Remember that it's not just about matching the volunteer with the organization, it's important to match the volunteer activity with the right person.

After interviewing potential volunteers, don't be in a hurry to give an immediate answer on their selection. Take some time to do a more thorough analysis of each applicant and then make your final decision. Once you have selected the volunteers, inform them by email or phone call about the outcome of the selection and outline the next steps.

What if someone is not suitable?

After interviewing applicants for the volunteer position, you may decide that some people are not suitable for the role.

If asked for feedback, the volunteer

coordinator can share general reasons why s/he was not selected. You can suggest other volunteering opportunities within your organization or elsewhere (only if you know of such opportunities).

Volunteer agreement

Some organizations will conclude a contract or agreement with the new volunteers.

This document might also specify how often volunteers are expected to be involved in the organization (for example: at least 20 hours per month). It also gives information on the work schedule, rights and responsibilities of the volunteer and the organization, etc. Discuss this information in detail with the volunteer during the interview and training. See Annex 1 – Volunteer Agreement Template.

Tasks:

- Identify the positions where you need volunteers and develop a volunteer job description.
- Develop your volunteer recruitment message. Identify channels to promote the ad and tools to attract volunteers.



CHAPTER

04 Volunteer orientation and training

To have highly effective volunteers, the organization needs an orientation and training program. Orientation and initial training prepare volunteers to perform their tasks efficiently and responsibly. The organization's policies and procedures form the basis of the orientation, and the volunteer job descriptions form the basis of the training.

Volunteer orientation

Orientation is a crucial stage of inducting volunteers and helping them feel welcome. Orientation ensures a better integration of volunteers. By integration we mean that the whole team gets to know the new volunteers,

we clarify the roles of the volunteers and the organization's team for everyone, and we make sure volunteers know who they can turn to and what questions they can ask.

Why is volunteer orientation important for the organization?

- It shows volunteers that the organization values them and their efforts;
- Volunteers get to know their rights and responsibilities in the organization;
- Knowledgeable volunteers provide quality service and know where to turn for assistance.

Preparation of materials

To ensure understanding and compliance with the program's policies and procedures, provide each volunteer with a written resource. You can create an internal volunteer guide. Provide this written resource during the orientation session.



Sample volunteer guide outline

I. Background about the organization

- A. History of the organization
- B. Mission, goals and objectives
- C. Culture of the organization
- D. Programs and beneficiaries
- E. Events and activities

II. Organizational Structure

- A. Organizational Chart
- B. Board
- C. Key people
- D. Position descriptions

III. Facilities

- A. Location of toilets, supplies and equipment
- B. Storage of personal belongings

IV. Procedures

- A. Training opportunities
- B. Continuation/termination policies
- C. Assessment procedures

Remember:

Orientation is not just about providing information about the team and tasks. It is a vital part of helping the volunteer integrate. A volunteer should feel welcome.

Involve both volunteers and colleagues in the organization at this stage. Orientation is a perfect time to introduce your whole team, to explain how your volunteer management system works make sure they know who they can turn to for help and support.

At orientation, in addition to 'formal' discussions about the organization, tasks and responsibilities, focus on getting to know and strengthen the whole team:

- **Do interactive get-to-know-you activities that include personal information about each other.** Example of activity: For this task you need a dice and a list of questions associated with a number from one to six. Each person throws the dice and asks the question that matches the number, then people share the answers in the large group.

- **Do team building activities.** The main goal of a teambuilding is that the person coordinating the orientation session will provide a group task so that the whole group accomplishes it with each person being involved.

Volunteer training

The training of volunteers includes specific information related to their individual role to ensure that they are ready and comfortable to start volunteering.

Training provides volunteers with the direction and skills they need to perform their assigned tasks. In general, the training should be:

- Specific to the requirements of the volunteer position;
- Adapted to the qualification level of the volunteer;
- Carried out throughout volunteering if new tasks and responsibilities arise for the volunteer;
- Specific to the needs identified by both the volunteer and the volunteer coordinator;
- Regularly evaluated.

To ensure continued success, check in regularly with both volunteers and the staff who work with them and ask questions about how things are going.

- Do they feel confident in their roles?
- Do they have feedback about the training they have done and any experiences they might share?
- Do they have success stories?
- Do they feel properly supported?

See an example of a basic volunteer training agenda:

- a review of the position description and the expectations of the volunteer in this position;
- training specific to the duties of the position;
- setting work and personal development goals.

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- a review of the position description and the expectations of the volunteer in this position;
- training specific to the duties of the position;
- setting work and personal development goals.

Important!

For some activities you may have short-term (ad-hoc) volunteers who will only be involved in some events or one-day activities. It is recommended that they receive a brief initial orientation. Explain to them what their responsibilities are, who they will be interacting with during the activities, what the purpose of the event/project is in general and their role in it. For example, if you have a volunteer photographer at the event, it's a good idea to briefly explain what the purpose of the event

is, who is in charge of its organization, who the other volunteers are, how many participants there will be, why this event is being organized, what are the basics to focus on when taking pictures, and what you will do with the pictures he or she takes afterwards. This will help them carry out their responsibilities much more efficiently.

6 May 2022	
09:30-11:00	Team building and building cohesion in the volunteer group (if there are several new volunteers)
11:00-11:30	Break
11:30-13:00	Revision of the position description. Learning about the expectations of the volunteer in this position.
13:00-13:30	Break
13:30-15:00	Analysis of the volunteer skills required for this position. Job-specific training.
15:00-15:30	Break
15:30-17:00	Setting work and personal development goals.

Communication

Include volunteers in your organization's communication. Being a real part of the organization's community is motivating!

- Share information – develop a volunteer email list;
- Create a common chat in an online platform used by the majority;
- Keep a newsletter/information board so you have a regular place to check for updates;
- Have a blog/vlog for news and updates;
- Remember that communication is two-way – what opportunities do volunteers have to provide feedback and contribute their ideas;
- Keep volunteers informed about the proposed changes and developments in the organization.

Task

Develop the volunteer orientation and training agenda.

The Association for Creative Development (ADC) annually organizes the Wave week Moldova program where dozens of volunteers are involved in its management. The beneficiaries of previous editions of the program can become volunteers and be involved in the implementation of the current year's program. Thus, after selecting the volunteers, ADC organizes the induction training, explaining the purpose of the program, the roles and responsibilities of the volunteers, develops the necessary skills of the volunteers to carry out their responsibilities (e.g. how to use the ZOOM platform for those who provide support on this platform, or how to use email for the volunteers who will be responsible for writing emails, etc.). In addition, during the training, the organization gets to know the volunteers' motivation to get involved and supports them in achieving their personal goals. During the implementation of the program, other trainings are regularly organized according to the needs of the volunteers.





CHAPTER

05

Volunteer management

Volunteers deserve to be well managed. Managing volunteers can be a source of energy and fulfilment for the volunteer coordinator, but it is a complex process that requires a lot of effort. Keep in mind the motivations of your volunteers! Be careful not to rely too heavily on a volunteer who seems very capable and willing. Effective support and supervision (and in some cases evaluation) are fundamental to the delivery of high-quality services and are an important part of volunteer management.

Supporting and recognizing the needs of volunteers

Support should be provided during the first interactions and along the way, right from recruitment, to enable someone to volunteer

or continue volunteering. In the long term, your support should take into account any changes for the volunteer. Support is not just about what you do, but also about your approach – your tone of voice and style of delivery.

- Always be friendly and approachable;
- You can be friendly without being overly familiar - use a professional, light-hearted approach;
- Get to know the volunteers by asking questions, making a connection;

Provide support after the introductory sessions (this can be an email/message before the orientation session or a quick hello afterwards to check if the volunteer is doing well and to ask for feedback).

What does good supervision look like?

Supervision involves regular meetings either with the whole team or individually. It is a time, set aside, for regular dialogue between the volunteer and their coordinator. It's an opportunity to discuss how the volunteer is doing in their role and any problems they might face.

Supervision provides an opportunity to identify support and development needs and to ensure that the volunteer can carry out tasks safely and efficiently.

Where volunteers provide support to vulnerable beneficiaries, it is recommended that supervision sessions take place at least every 6 weeks.

- Set aside your supervision dates in advance;
- Use a standard agenda to provide structure and purpose- and take notes;

The agenda should cover at least three main areas: Volunteer assignments, Support and wellbeing, and Learning and development.

Volunteer assignments

- Discuss the progress made since the last meeting;
- Clarify tasks, responsibilities, priorities – revise the role description;
- Write down the plan or other tasks/ responsibilities for the next volunteering period;
- Identify areas where additional support or training is needed;
- Discuss where the volunteer feels safe. Confidentiality is conditional if there are concerns about the assignment, but supervisory meetings should be perceived as a safe space;
- Discuss any problems and work on solutions. Remember to address any problems as soon as they arise.

Well-being and support

- Check that volunteers have enough to do but are not overloaded;
- Discuss how internal and external factors affect their volunteering;
- Explore how the volunteer feels about this role.

Learning and development

- Map and plan to meet training needs;
- Discuss any learning and experiences;
- Provide a framework for discussing and accepting changes.

Benefits of good supervision

Supervision is an opportunity to have a one-on-one conversation between the volunteer and the volunteer coordinator. It is an opportunity to provide feedback on the program from a volunteer's point of view and to gather feedback that can be useful for evaluation and restructuring/improvement of the program.

Effective supervision:

- Provides a chance to get clarity on volunteer expectations and deal with any issues as soon as possible;
- Builds the relationship between volunteer

and coordinator;

- It is a formal opportunity to provide feedback on performance, accomplishments and commitment;
- It can make the volunteer feel appreciated and supported;
- Builds trust.

Supervisory skills

- Use active and reflective listening. Good managers are very good listeners!;
- Give your full attention to the volunteer; listen with empathy and without judgment;
- Be aware of what prevents you from listening and communicating nonverbally;
- Summarize and reflect on what you have heard.

The most important recording and record-keeping document for volunteers is the Volunteer Tracking Book – a document that keeps monthly and/or annual records of volunteer hours. This register can be kept in electronic or hardcopy format. This document must include, in addition to other data that the host institution deems necessary, the following information: date, activity, the actual number of hours volunteered daily, monthly and annually, as well as the number of hours used for personal purposes (if the volunteer uses the volunteer program equipment with the consent of the host institution in order to do something for personal use, e.g. a school project in the case of student volunteers, etc.).

VOLUNTEER TRACKING BOOK

Last name, first name of volunteer _____

Contract Number _____

Work	Duration of volunteering activity		Number of hours worked in the month of		Volunteer coordinator's signature
	Date, time of start of activity	Date, time of end of activity	actual number of volunteer hours	number of hours used for personal purposes	

Another form of volunteer supervision is to keep a personal record for each volunteer, in which you constantly make notes on the volunteer's performance, the quality of the work they do, certain personal characteristics and skills. It will also help you provide feedback to your volunteers on their performance. This can be an opportunity for both the organization and the volunteer to assess how they are doing, whether they enjoy their role, and determine ways to make their experience even better.

See a sample volunteer performance monitoring and supervision sheet. Based on this, after a certain period of time, you can set up a meeting with the volunteer to discuss their performance. Before the meeting, the volunteer will fill in a form and you will share your answers during the meeting. After the discussion, you will fill in the third part of this form.

Part 1 – To be completed by the volunteer supervisor

Last name:
Position:
Starting date of the volunteer activity:
Today's date:

KNOWING THE POSITION

The volunteer has a general understanding of the position/tasks and the relationship with the organization.
The volunteer meets or exceeds the requirements or needs improvement.

Fill in personal comments:

THE VOLUNTEER'S QUALITIES IN PERFORMING TASKS

The volunteer is attentive, thorough, hardworking, follows up on assignments

Fill in personal comments:

ACCOUNTABILITY

The volunteer is ambitious, participates actively, is punctual, follows through on assigned tasks and is reliable.

Fill in personal comments:

QUALITY OF TASK PERFORMANCE

The volunteer completes the tasks given by the volunteer coordinator. Responsibly and timely performs tasks, reporting on their completion and results. The volunteer is making progress in his/her work.

Fill in personal comments:

INTERPERSONAL RELATIONS

The volunteer has a good relationship with other volunteers; the volunteer has a cooperative character/has difficulties in dealing with colleagues.

Fill in personal comments:

PROBLEMS, DIFFICULTIES, SUGGESTIONS OR RECOMMENDATIONS

Fill in personal comments:

**Part 2 – To be filled in by the volunteer**

Are your needs met? Do you need more training or information about the organization to fulfill your responsibilities? Do you need clarification on policies or procedures? Do you want more responsibilities, hours or assignments?

Fill in personal observations:

Are your expectations met? Do you have access to the position description/job description? Are you interested in continuing?

Fill in personal observations:

How satisfied are you with the organization in general and your role in particular?

Fill in personal observations:

Do you have any problems, difficulties, concerns? Do you have any suggestions?

Fill in personal observations:

Part 3 – To be filled in by the volunteer supervisor**DIFFICULTY IDENTIFIED/EXPRESSED:**

Action plan to solve the problem:

Fill in personal observations:

HAZARD IDENTIFIED/EXPRESSED:

Action plan to solve the problem:

Fill in personal observations:

HAZARD IDENTIFIED/EXPRESSED:

Action plan to solve the problem:

Fill in personal observations:

Last name, first name of supervisor:

This type of performance supervision is more likely to have a positive impact on volunteers than one that is more formal or takes place within the volunteer group. Volunteers will appreciate individualized comments, which will help them see certain successes or weaknesses they have not noticed before. Supervisors should pay attention to the unique needs of volunteers and use this to help with the ongoing development of volunteers, increase volunteer involvement and the quality of volunteer activities.

Volunteer motivation

Understanding why a person wants to get involved as a volunteer will help match that person with a specific role and manage that volunteer in terms of maintaining their motivation. Conducting supervision sessions, whether formal or informal, will help you find out if a person would like to take on more responsibilities, pursue training or volunteer in another role. For example, if a person is new to an area and wants to volunteer to get to know people, then a role involving teamwork might be suitable. Keeping volunteers motivated would involve making sure they are happy in the team environment

and involving them in other activities where they are likely to meet new people.

Keeping volunteers motivated and engaged will do wonders for your relationship with them and their dedication to the organization. Volunteers do incredible work and it's important to show your appreciation and make sure the organization provides all the needed support for them to be successful.

It's a good idea to let volunteers know if they have the opportunity to further develop their existing volunteer roles or that it's time to move on to another role in the organization to gain more experience. This could prevent a volunteer from feeling that they have 'outgrown' their role and leaving without being aware of the possibility to change the role and continue the development.

Why do volunteers leave?

It often happens that volunteers become increasingly passive, do not fulfil their responsibilities or stop engaging with the organization. Before judging and blaming volunteers, this is exactly the right time to think about why we sometimes find it

so hard to keep volunteers. Here are the common reasons why volunteers leave an organization:

- they don't understand exactly what they have to do;
- they don't know who precisely is in charge of their work and who they can turn to for clarification or help;
- they don't feel welcome in the organization;
- they feel that the organization makes a profit at their expense (free help and involvement, substituting an employee, etc.);
- they want to do something different;
- they don't feel engaged;
- their initiatives are not supported;
- they do not receive the necessary support in carrying out their tasks and responsibilities;
- their work is not appreciated and they do not get a 'thank you' from the organization;
- not being used to their full capacity by the host organization;
- the huge discrepancy between how the volunteering program was initially presented and the reality of their experience;
- doing one and the same thing for a long time, with no room for growth.

A volunteer of a local organization told us, 'I am Diana, an active young woman who has volunteering experience at my local organization, but I can't say it was a positive or inspiring experience. I was attracted by its motivational and promising call for volunteers. I applied and was selected. At the beginning everything went well, we found out what the organization does and, together with the other volunteers, we made a list of activities we wanted to do. The volunteer coordinator was an employee in the organization and, being busy with other tasks, she was gradually becoming less and less involved in what we were doing or proposing to do. Even though we decided to self-organize, over time we lost track of our roles and responsibilities, which resulted in misunderstandings between us. The coordinator was actively promoting our activities on social media, but we needed something else. We needed to communicate, to make decisions together, to be appreciated and feel useful, to spend time together with the organization's staff and get to know each other better. We needed feedback, as well as to feel part of the organization, but not as a group doing something. All of this made me not want to engage with the organization anymore.'

Eight tips to keep your volunteers motivated

1. Show respect

Arguably the most important aspect of managing volunteers is to show them respect. They are giving up their own time to help further your organization's cause and showing respect is an integral part of building trust and empathy with them.

2. Communicate

Regular meetings are vital as they will give your volunteers a sense of direction, especially at the beginning of their service. Make sure you give volunteers a chance to have their say and provide support and supervision when it's a new area of responsibility for them.

3. Have an open door policy

Try to be accessible and approachable; volunteers should feel comfortable coming to you for advice and if they have any questions or concerns.

4. Recognize accomplishments

The effect of recognition and praise plays a huge part in keeping volunteers motivated. Although volunteers are unlikely to have

joined your cause in order to receive praise, that doesn't mean to say it won't drive them to continue to produce quality results.

5. Build team spirit

Try to build a sense of community within your volunteer team; the more comfortable volunteers feel, the more likely they are to feel relaxed and, in turn, be more productive. You could, for example, hold a monthly or quarterly group activity such as a board games day or a picnic outing, a Frisbee or football competition, etc.

6. Consult with your volunteers

It is important to consult with your volunteers about the activities they are or will be involved in. Ask for their opinions, suggestions and feedback. Keep in mind that involving volunteers in the decision-making process, especially in relation to their work, will help to increase their engagement. It is also important to take into account volunteers' suggestions!

7. Encourage volunteer development

Get to know your volunteers, their interests and aspirations and see how these can be met through the volunteer roles in your organization.

Spend time together outside activities

Board games, as well as sports activities played together, increase interaction between people, bring positive emotions and improve group dynamics. Here are some board games that can serve as inspiration: [Code name](#), [Jungle speed](#), [Dixit](#), [Alias](#).

Volunteers are an invaluable part of any organization. Showing appreciation for volunteers is a vital component of volunteer retention. When your volunteers feel that their efforts have been recognized, they are more likely to feel connected to the cause and continue to give back.

Ways of recognizing volunteers:

1. Film a 'thank you' video

If someone in the organization has basic knowledge of creating videos (iMovie, capcut, inshot, etc.) a thank-you video is a great way to appreciate volunteers. Film horizontal videos of your volunteers in action throughout the year (and invite them to send you photos and videos as well!) and compile clips into a sweet message. This video can also feature the thank you messages from the community, from your organization, colleagues or volunteer

coordinator. The video can also be used to promote volunteers, the volunteer program, the cause you are advocating and your organization's image.

Video editing can be tricky, but by putting together two- to three-second clips and adding some music, videos like these are fairly simple to put together. Post the video on YouTube or social media, play it at the office or at an event and post it on your organization's website.

2. Plan a night out

Get tickets to the movies or a play for volunteers. This fun activity is a social event that volunteers can attend to relax and get to know each other better. You can also choose a movie or play related to your organization to double the impact by educating volunteers about the purpose of your organization or volunteer program. Otherwise, a fun comedy can also be refreshing.

3. Host a volunteer appreciation gala

An annual gala gives volunteers the opportunity to dress up and get together to celebrate everything they have accomplished. Invite family members, cater dinner, and do

something special for the volunteers to make the event special (a cake with a message, a general video, a personalized message, etc). You can also add fun activities such as a photo booth or a visit from a surprise guest to make the night something to remember.

4. Send letters from the community

These letters will vary from organization to organization. Reach out to the communities that your volunteers serve and ask them to write letters or make cards. Bring all the letters into the office at the end of the week to give volunteers the opportunity to pass them around and read everything the community has written to them.

Note: if your organization's volunteers are children, bring markers, glitter and colored pencils to make the words stand out.

5. Pass out personalized merchandise

Get shirts, tote bags, or other merchandise personalized with volunteers' names, pictures, or other details. Exclusive swag like this will make volunteers feel special.

6. Celebrate birthdays

If someone's birthday is coming up, write a

personal card on social media thanking them for their efforts. For a lunch celebration, order neutral food, like pizza. And, most importantly: don't forget the cake.

7. Go for a picnic

Besides work, it is important to have moments of relaxation and rest with your volunteers. A picnic outing is welcomed by volunteers not only for the fun, but also because it strengthens relationships between the volunteers and the organization's employees.

8. Post about your volunteers on Facebook or other social networks

Write a note and photograph all the volunteers who support your work. Make these posts weekly or monthly or spotlight a different volunteer in each post to give it more structure. Use a funny picture or photo to make the post something volunteers will want to share on their personal channels.

9. Don't forget to say 'thank you' often

The easiest but most important thing you can do to make volunteers feel appreciated is to regularly thank them in person. Say 'Thank you!' on your way out of the office, in the office, during a break and whenever you remember.

Make a habit of thanking volunteers for what they do so they are aware that you notice every little thing they do for the organization.

10. Volunteer of the week/month/year

Everyone likes to feel valued and to know that their hard work furthers your mission. Encourage employees recognize the impact volunteers make and spotlight one volunteer each week/month or year. You don't have to have favorites, rather, note the accomplishments of each volunteer, then rate who has been most active. Highlighting specific distinctions does wonders for self-esteem.

Tip: Digital badges can facilitate the process of analyzing volunteers' results and recognizing their engagement. The special 'Volunteer of the Week/Month' badge can only be awarded to the most active, and this increases the interest and engagement of all volunteers.

For example, MilleniuM Institute and the Chişinău Municipal Center created digital badge systems for the volunteer program that are used to motivate volunteers to be active and inspired in carrying out their tasks and activities at the center. Volunteers who earn all the badges are eligible to apply for the Volunteer of the Year title in the organization/center.

11. Write letters of recommendation

Letters of recommendation don't need to be long and tedious, but they can be extremely helpful for volunteers looking for a job. Highlight their strengths, accomplishments, and any behaviors that highlight their skills. Many companies look for those who work as volunteers for other organizations.

There are certainly plenty of opportunities and ways to appreciate volunteers' accomplishments and thank them for their work in your organization. You can identify which methods are most relevant to you and integrate them into your organization's culture. The important thing is to remember to consult with volunteers when making such important decisions – they know best how they would like to be appreciated and recognized.

Every year, the Volunteer Festival is organized in the Republic of Moldova to celebrate and recognize the efforts of volunteers. Thus, volunteers and volunteer coordinators can apply for the Volunteer of the Year and Volunteer Coordinator of the Year titles. To increase the motivation of volunteers in your organization, encourage volunteers to apply and support them at the application stage.

Give feedback

Regular and constructive feedback supports personal development – it makes people aware of what and how they are doing. Before giving feedback, check the volunteer's perspective – How are things going? What are you happy with? What is going well? What could be improved?

- Make sure all feedback is constructive;
- Respect the feelings and opinions of the volunteer;
- Be specific and focus on what can be changed;
- Check that you have been understood, discuss and agree the way forward.

Always be constructive

Before you point out something you don't like about the volunteer's work, think about what you don't like, why you don't like it and how you would like them to change it. This will help you communicate specific, objective feedback that is not personal.

Here is an example: 'I've noticed that the formatting in this document is inconsistent and I want to make sure we look professional

to potential funders when we share it with them. Could you standardize the formatting with common margins, fonts and sizes?'

Don't forget to emphasize the positive

If you are particularly impressed by something your volunteer creates or says – let them know! This will increase your volunteer's confidence, help you build your relationship with them and make it easier to provide constructive feedback. Try to be as specific as possible in the positive feedback you give.

EDGE feedback framework

EDGE – an acronym for Explain, Describe, Give and End Positively. EDGE provides a structure for feedback that improves clarity and provides actionable results. Each component of EDGE is geared towards improving sustained performance.

Explain

Feedback should first make sure to articulate the reasons why the behavior and actions have led to the feedback. Whether the feedback is positive or negative, nail the detail and specific actions, sticking only to the

facts and avoiding going off-topic.

Describe

Next, describe the effects of their behavior and actions, for instance how it has affected other colleagues or team efforts, or the impact on the work. Pay close attention to the reactions of others so you can understand the details.

Give

After you've explained the actions which prompted the feedback and described their effects, it's time to give your volunteer the opportunity to voice their perspective. They might have new information to bring to the conversation which provides a fresh context and sheds new light on the situation.

Ask them what actions they intend to take moving forwards, or how they will change (or continue) the behavior. It's also an opportunity for volunteers to take responsibility for their actions.

End Positively

Finally, end the feedback session on a positive note, reaffirming any commitments made moving forward and thanking them

for the conversation. Make it clear that you are available for any additional follow-up discussions, and if ongoing meetings are necessary, schedule them.

EDGE Example: 'I noticed you were 15 minutes late yesterday and the activity participants had to wait for you. None of the colleagues knew how late you were going to be, so it was a bit chaotic – we didn't know what to say to the participants, they were making noise and it affected the other activities. Could you explain what happened? After giving the volunteer the opportunity to voice their perspective, we end on a positive note: I'd really appreciate it if in the future we can start the activities on time, and if you're late, let one of your colleagues know. Children really enjoy your sessions and look forward to them.'

Remember:

Feedback is not a criticism. It is a gift you give to volunteers to help improve their skills and contribute to their personal/professional growth. Give feedback when it is still relevant and current. Finally, ask if the feedback was clear and fair.

Make volunteers feel valued

Ask yourself:

- Do volunteers have opportunities to share their knowledge or develop new skills?
- Do you co-produce roles and activities with volunteers?
- Do volunteers have opportunities to see the impacts of their work and the difference it makes?
- Do you provide opportunities for volunteers to take up more diverse responsibilities if they want to or to step back if their circumstances change?
- How can you include volunteers in conversations about future plans and changes?

Volunteer recognition

Acknowledging the contribution of volunteers motivates and can retain volunteers. Volunteers sticking with your organization is a good sign that they feel appreciated.

Say thank you

Make sure the entire organization thanks and recognizes the volunteer's commitment and impact.

- Show gratitude – formally acknowledge contribution;
- Tell volunteers how they are making a difference in your organization and community;
- Hold 'thank you' events for volunteers – perhaps a lunch with a chance to get together. You could have a similar 'gathering' online.
- Celebrate Volunteer Week – 1-7 June every year;
- Involve volunteers in the development of tasks and responsibilities moving forward – provide additional training or adjustments to their role.
- May include helping volunteers find opportunities elsewhere.
- Award certificates of participation and performance;
- Nominate volunteers for awards.

Avoid volunteer burnout

Think about your volunteering experience or jobs you have held in the past, and more specifically the good and bad moments. This can give you an insight into what makes a positive work or volunteering experience.

Treat your volunteers with respect and help them feel valued. Do not take them for granted or assume that they always will be available. A theory called the 'Pareto Principle' or the '80/20 Rule' can be applied to a variety of scenarios related to management. When applied to volunteers, the rule states that 20 percent of the volunteers are responsible for 80 percent of the results. In other words, most volunteers help out now and then, while a smaller core group does the bulk of the work. Members of that core group can burn out and leave your organization permanently. Some of them may criticize your organization and advise others not to get involved.

Avoiding burnout: questions for volunteers

Ask volunteers to reflect and answer the following questions honestly:

- Do you have higher standards than most colleagues?
- Do you tend to be more self-critical than self-accepting?
- Do you feel taken for granted or discouraged in your work?
- Do you postpone requests or say, 'I'll get to it', instead of saying no?
- Have trouble delegating tasks that you enjoy, knowing that others could complete them just as well or almost as well as you can?
- Do you fall back on the phrase, 'Well, somebody has to do it', when taking on yet another volunteer commitment?

If you said yes to any of the questions, you might be experiencing burnout. It might be time to do the following:

- Take a step back;
- Try something new;
- Learn to delegate tasks;
- Celebrate accomplishments;
- Seek help within the organization or from outside.

Task:

Develop volunteer motivation tools that can be applied in your organization.

CHAPTER

06 Evaluation

Evaluate your volunteers

Program evaluation is the key to finding out if your organization's approach is working and if volunteers are satisfied. A good program evaluation can help your organization in many ways:

- Informs program improvements;
- Supports strategic planning;
- Identifies the need to reallocate financial resources or staff, including volunteers.

The evaluation session gives the volunteer coordinator the possibility to talk about their performance. It also gives volunteers the opportunity to discuss their volunteer position and suggest changes. The evaluation

should include a review of past performance, discussion of the present and plans for the future (e.g. is the volunteer interested in a different position, more responsibility, a change of program). The evaluation session is also a good time to review the volunteer's position description to see if it accurately describes their work. At the end of the chapter you will find two evaluation models, the first one refers to the evaluation of volunteer performance, and the second – to the evaluation of the volunteer program.

Evaluation may seem daunting, but it basically involves five steps:

1. Describing the volunteer program;
2. Designing the evaluation;
3. Data collection;

4. Analyzing the data;
5. Reporting the results.

Get started with your program evaluation: describe your program

First, you need to develop a clear and concise description of your program. Include the purpose and activities. The idea is to ensure that everyone has the same understanding about the program's components, implementation, and intended results.

Your description should include the following components:

The need for the program. What is the problem your program is addressing?

How significant is the problem in your community? Who are your target groups?

- **Goals and objectives.** What is your mission (e.g., reduce alcohol use among youth)? What specific results do you want to achieve (e.g., increase participation in after school programs by 50 percent)?
- **Program activities.** What are you doing to address the problem (e.g., providing tutoring after school, engaging youth in educational or clean-up activities)?
- **Program resources.** Who are the people involved (including volunteers)? What resources, materials and equipment do you have?
- **Stage of development.** Is your program in the planning stages? Is it under way? Have you seen any measurable results?

If you are focusing on an evaluation of your volunteer program, include an evaluation of your volunteer training sessions. To ensure that your training is effective, comprehensive, and well received, evaluate each session across four areas:

- **Reaction** – How does the volunteer feel about the training?
- **Learning** – What knowledge did the volunteer gain?

- **Behaviors** – What skills did the volunteer develop?
- **Results and effectiveness** – What results occurred? Did the volunteer effectively apply the new skills to the necessary tasks in the organization?

Determining results and effectiveness is the most desired outcome of a training evaluation, but it's usually the most difficult to accomplish. It can be harder to see the results of volunteer training, but there are some steps you can take to develop an effective program. For example, ask these questions:

- Will the selected training and development methods result in volunteers learning the knowledge and skills needed to perform their tasks?
- Have other volunteers used the methods and been successful?
- Do the methods conform to the volunteers' preferences and learning styles?

Test the methods before the actual activity together with other colleagues, then ask for feedback. Ask volunteers to briefly review the methods. Are they having trouble understanding the material?

Design the evaluation

Evaluation involves reviewing and documenting the effects of your organization's services and activities and their importance to the community. At the most basic level, an evaluation may involve reviewing the work of volunteers and their results (e.g. hours worked, outcomes). If more time and financial resources are available, you may create surveys or questionnaires, hold interviews, or conduct focus group meetings to allow you to assess the impact of the volunteering program in your community.

Sample evaluation plan

Evaluation design. Describe the program (goals/objectives) and then identify measures or indicators to determine whether and to what extent the program met its goals and objectives. Process evaluation can be used to describe key players, activities, accomplishments, and lessons learned from implementing the program. Outcome evaluation can be used to assess the effects of the program on beneficiaries.

Data collection. Identify data sources and instruments for collecting information.

Primary sources include people you will

interview or mail a form to (surveys or in-person interviews) or talk to in a focus group. Secondary sources include written materials such as reports.

Data management and analysis. Enter data into a database and perform quantitative analysis and qualitative (content) analysis.

Reporting. For the process evaluation, use case studies – stories or histories of the program that describe key players, activities, accomplishments, major assets and challenges, and important lessons learned. These stories will highlight volunteer involvement and achievements.

For training evaluations, several options are available:

- Give each volunteer a test before and after training and compare the results;
- Interview each volunteer before and after the training and compare the results;
- Watch volunteers perform their tasks and assess their proficiency;
- Get ongoing feedback from the volunteers to determine whether the volunteers gained the intended knowledge and skills and to identify needed improvements to the training.

Volunteer evaluation worksheet sample

VOLUNTEER EVALUATION

Position name _____

Evaluation date _____

Name of volunteer _____

Date of next evaluation _____

Name of evaluator _____

1. Activities carried out: indicate the activities and tasks carried out and provide appreciative comments or recommendations _____

2. Record the volunteer's progress: _____

3. What changes in responsibilities do you think would improve his/her performance?

Sample volunteer program evaluation form
(to be filled in by volunteers)

1. How long have you been volunteering with this organization?

2. To what extent do you think volunteers are accepted by the organization's staff?

- ☐ well accepted
- ☐ generally accepted, but there are exceptions
- ☐ not accepted
- ☐ generally not accepted, but there are exceptions

3. Please comment on the answer to the above question:

4. How satisfied are you with the tasks you have to perform within the organization?

- ☐ very satisfied
- ☐ quite satisfied
- ☐ not too satisfied
- ☐ not satisfied at all

5. Do you think that volunteers are sufficiently oriented before they start working in the organization? *

- ☐ yes
- ☐ not always
- ☐ no
- ☐ I can't assess

6. Please comment on the answer to the above question:

7. Do you think volunteers are sufficiently trained to carry out their tasks in the organization?

- ☐ yes
- ☐ not always
- ☐ no
- ☐ I can't assess

Please share with the organization anything you think needs to be done to improve the volunteer program:

Many organizations celebrate their annual results every 5 December, on International Volunteer Day. For example, the Chişinău Municipal Youth Center annually holds the Gala of Volunteers, where young people are awarded the title “Volunteer of the Year” with the diploma of the Municipal Youth Center, prizes and certificates.

Please share with the organization anything you think needs to be done to improve the volunteer program:

Celebrating results. Recognize the success of the volunteer program

At work, as in life, it is important – vital, really – that we make time to celebrate our accomplishments. Celebration is a necessary and joyous part of life. Most of us appreciate the importance of this in our personal lives but forget about it in our professional ones. If you want your volunteers to truly be their best selves and stick around, it is important that you celebrate their good work and express your appreciation for their accomplishments. Create a culture of joy and gratitude in your organization and help create an environment where volunteers want to come to work everyday and contribute.

Celebrating the volunteer program is an important and necessary milestone for volunteers, the organization and the community. Celebrating achievements and successes is an important part of building and maintaining an effective team, increasing connectedness and making your organization a great place to work.

Celebrating accomplishments can increase the confidence and motivation of both your volunteers and your organization. Demonstrating appreciation can also enhance the organization’s reputation, improve volunteer retention and the implementation of the volunteer program.

Celebrating the results of the volunteering program can include different elements such as:

- Presentation of the activity report and the results of the Volunteering Program;
- Celebrating results in the organization, the community and people’s lives;
- Spotlighting the most active volunteers;
- Thanking in some way the volunteers involved;

Task:

- Identify the indicators for evaluating the Volunteer Program and design the steps for monitoring and evaluating the Volunteer Program.
- Plan your event to celebrate the success of the Volunteering Program.

ANNEX 1.

Annex 4 to the Regulation implementing the Law on Volunteering No 121 of 18 June 2010

(Sample)

VOLUNTEER AGREEMENT

No _____, concluded on _____

I. PARTIES TO THE AGREEMENT

Art.1. The parties to this Agreement are:

1. Organization/institution _____

TIN _____ based in

_____ St, No _____ bldg. _____, staircase____, floor _____, apt. _____,

locality _____ district _____, code _____, phone/fax

_____, e-mail _____, web _____

registered at _____, in the _____ register under No _____,

based on registration certificate No _____ of _____, with account No _____

opened at _____,

represented by _____, holding the position of _____, as the host institution

managing the volunteering activity, and

2. Volunteer _____ holder of identity card with serial number _____ No

_____, issued by _____, dated _____, personal identification code and/or passport number

_____ residing at

_____ St, No _____ bldg. _____, staircase____, floor _____, apt. _____, locality_____

district _____, code _____,
 landline _____, mobile _____, e-mail _____,
 graduate of _____, profession _____, represented by parent/
 guardian _____ holder of identity card with serial number _____ No _____, issued
 by _____, dated _____, personal identification code _____ residing at
 _____ St, No _____ bldg. _____, staircase _____, floor _____, apt. _____, locality
 _____ district _____, code _____,
 landline _____, mobile _____, e-mail _____,

have agreed to conclude this Volunteer Agreement in accordance with the Law on Volunteering No 121 of 18 June 2010.

II. OBJECT OF THE AGREEMENT

Article.2. The object of this Agreement is the performance by the volunteer, on a voluntary basis, of volunteer activities for the benefit of others and without financial reward.

Article 3. The volunteering activities or services provided shall be carried out in accordance with the legislation in force, as described and under the specific conditions set out in the attached job description.

III. AGREEMENT DURATION

Article 4. This Agreement is concluded for a period of _____ days/weeks/months/years from the date of signature (or indefinitely).

Article 5. At the end of the term of this Agreement, the parties may agree to extend it by an additional agreement.

IV. WORK SCHEDULE, VENUE AND GOODS ENTRUSTED

Article 6. The days and hours of volunteering, place(s) of volunteering (if not a permanent position) are specified in the attached job description.

Article 7. The description of the goods entrusted and their value is provided in the attached job description.

V. RIGHTS AND OBLIGATIONS OF THE CONTRACTING PARTIES

Article 8. The rights of the volunteer:

- a) to be treated as a colleague with equal rights;
- b) to be correctly and accurately informed about the host institution, its organizational policy and programs;
- c) to be guaranteed access by the host institution to the information resources necessary for the performance of the tasks set, while complying with the confidentiality regime;
- d) to be informed of the working conditions and working relations relating to the performance of specific volunteer activities;
- e) to be informed of the new activities planned;
- f) to participate actively in the development and implementation of programs;
- g) be assured of the confidentiality of personal data;
- h) to participate in the training courses organized, initiated or proposed by the host institution;
- i) to carry out activities in accordance with his/her capabilities, professional training and the rules of the host institution;
- j) to be provided at all times with the technical and organizational conditions for carrying out his/her activities;
- k) to be provided with a place to carry out his/her work and access to the equipment and supplies necessary for the performance of the work;
- l) to be provided with a supervisor;
- m) to have a rest time so that the duration of the working time does not affect the health and psychophysical resources of the volunteer;

- n) volunteer activities must be carried out in accordance with the requirements of occupational health and safety;
- o) not to perform work that is dangerous or likely to be harmful to life or health;
- p) to have health insurance against the risks of accident, sickness or other risks arising from the nature of the volunteering activity or to be fully reimbursed for the cost of medical services if not insured;
- q) to be reimbursed in full or in part, on time, for the expenses essential to the volunteer's work and laid down in the agreement;
- r) to be issued Letters of Recommendation recognizing the volunteer's work and the experience and skills acquired;
- s) to be issued a volunteer passport;
- t) to receive honors, decorations, awards, as provided for by law.

Article 9. The rights of the volunteer included in Article 8 of this Annex imply corresponding obligations for the host institution.

Article 10. The obligations (responsibilities) of the volunteer:

- a) to comply with the provisions of this Agreement;
- b) to be familiar with and abide by the procedures, policies and internal rules regarding the involvement of volunteers in the host institution;
- c) to behave appropriately;
- d) to report to the management of the host institution with which he/she concluded the Agreement;
- e) to carry out on time the tasks assigned by the host institution;
- f) to give early notice of any changes in his/her schedule (including delays, absences, etc.);
- g) to submit activity reports to the supervisor;
- h) to attend the training courses organized, initiated or proposed by the host institution;
- i) to be familiar with the mission and activities of the host institution;
- j) to protect the assets they use in their volunteer work;
- k) to maintain the confidentiality of information to which he/she has access in the course of his/her volunteering activity, including after the termination of his/her activity;
- l) to comply with occupational health and safety measures;
- m) to grant the host institution all rights to the materials, reports, information, documentation and other materials written, created, collected and/or produced by the volunteer during the activities, which are the subject of this Agreement.

Article 11. The obligations of the volunteer included in Article 10 of this Annex imply the corresponding rights of the host institution.

VI. BENEFITS PROVIDED BY THE HOST INSTITUTION

Article 12. The host institution undertakes to pay the cost of the volunteer's health insurance for the duration of his/her assignment (if applicable).

Article 13. The host institution must reimburse the expenses of the volunteers, which are essential for carrying out the volunteer activity.

Article 14. The volunteer is provided with a per diem to cover the costs of transport, accommodation and food necessary for the volunteer activity (if applicable).

VII. OCCUPATIONAL REQUIREMENTS, SOCIAL SKILLS, DEVELOPMENTAL INTERESTS, HEALTH REQUIREMENTS WHERE APPROPRIATE

Article 15. The health and professional requirements, social skills and development interests are set out in the attached position description.

VIII. LIABILITY OF THE PARTIES FOR CAUSING DAMAGE

Article 16. Failure to perform or improper performance of the obligations assumed by this Agreement shall entail the liability of the party at fault, subject to the provisions of the Civil Code.

Article 17. Any disputes arising from the conclusion, modification, performance or termination of this Agreement shall be subject to the jurisdiction of the courts, unless they are settled amicably by the contracting parties.

IX. MODIFICATION, SUPPLEMENTATION, RENEGOTIATION OF THE CONTRACT

Article 18. This Contract may be amended or supplemented by agreement of the parties by means of an addendum.

Article 19. If during the performance of this Agreement a situation arises which, beyond the control of the parties, makes it difficult for the volunteer to fulfil his obligations, the Agreement will be renegotiated.

Article 20. The Volunteer Agreement shall be renegotiated at the written request of one of the parties within 15 days of the date on which the situation arose.

X. CONDITIONS OF NULLITY AND TERMINATION OF THE CONTRACT

Article 21. This Agreement shall terminate in the following circumstances:

- a) on expiry of the term for which it is concluded;
- b) by agreement of the parties;
- c) unilateral termination at the initiative of one of the parties, with 15-day notice, with no obligation to provide reasons;
- d) if after renegotiation the situation makes it impossible to continue performance of the contract, it is terminated as of right.

XI. FINAL PROVISIONS

Article 22. In the performance of this Agreement, the volunteer shall be subordinate to the management of the host institution with which he/she has entered into the Agreement.

Article 23. The execution of the contractual obligations incumbent on the volunteer cannot be done through representation.

Article 24. This Agreement, together with the Annexes which form an integral part hereof, represents the will of the parties and supersedes any other oral agreement between them, whether prior to or subsequent to its conclusion.

Article 25. The provisions of this Agreement shall be supplemented by the provisions of the Internal Rules on the engagement of volunteers in the host institution.

Article 26. This Agreement has been concluded in 2 (two) copies, each having the same legal value.

SIGNATURES OF THE PARTIES:

VOLUNTEER _____

As the parent/guardian of the child, I accept that he/she may work as a volunteer in the host institution during his/her free time and after the compulsory study hours.

LEGAL REPRESENTATIVE (PARENT, GUARDIAN) _____

HOST INSTITUTION REPRESENTATIVE _____

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