

Let's develop **VOLUNTEERISM**

Handbook for CSOs



Ulaanbaatar
2022



**Australian
Volunteers**

**Australian
Aid**



Mongolian Youth Council NGO

“LET’S DEVELOP VOLUNTEERISM!”

Handbook for civil society organizations

Ulaanbaatar
2022

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ABBREVIATIONS

LPYD	Law on the Promotion of Youth Development
MYC	Mongolian Youth Council
VOL	Volunteerism
PRVWW	Procedure for Registration and Verification of Volunteer Work
NGO	Non-Governmental Organization

ABOUT THE HANDBOOK

The Mongolian Youth Council NGO (MYC) has been working since 2013 to increase the practical and intelligent participation of young people in creating a fair and impartial society that respects human rights. We have a long-term goal of becoming a nationally and internationally recognized organization that repeats and reinforces its achievements, unites the voices of young people and has meaningful and active participation from the youth community.

Since the inception of MYC, the participation of volunteers has been the main force and the core of change in gaining experience in social impact activities. Therefore, the Mongolian youth suggested we develop an easy-to-use and inspirational handbook for civil society organizations to create meaningful youth participation. Therefore, this handbook was developed based on the best practices and methodology of organizing voluntary activities that are used internationally and in Mongolia.

We would like to extend our deepest gratitude to Ms. B. Oyundari, General Coordinator of the Beautiful Hearts against Sexual Violence NGO (Хөөрхөн Зүрх ТББ), which is a member organization of the MYC, for generously contributing her rich expertise to develop this handbook with the aim of supporting civil society organizations to develop their activities to the next level, to expand their scale, and to work together with volunteers. We would also like to thank Ms. T. Mandkhaikhatan, Consultant for Youth Policy Watch NGO, another member organization of the MYC, for further enriching and editing the handbook. Without the valuable participation and inputs from you, our member organizations, the MYC would have been alone in this extensive journey of transforming society.

This handbook was developed jointly by MYC NGO, Caritas Czech Republic in Mongolia NGO and the Center for Citizenship Education within the framework of the project "All for YOUTH, YOUTH for All" funded by the European Union and the Australian Volunteers Program. We deeply believe that the project "All for YOUTH, YOUTH for All" is a great support for the Mongolian youth to become free, active, and responsible citizens.

Finally, we hereby present you with the "Let's Develop Volunteerism!" handbook with the unwavering hope that civil society organizations using it can bring immense positive changes to our society.

Sincerely,

The Mongolian Youth Council

ONE. PLANNING VOLUNTEER ACTIVITIES IN CIVIL SOCIETY ORGANIZATIONS

TOPIC 1.1: MAIN CONCEPTS OF VOLUNTEERING

In Mongolia, the concept of volunteer work was first formalized in the Law on Promotion of Youth Development in 2017. According to the law, "non-profit activities carried out by the initiative of young people for public benefit" are defined as voluntary work. In addition, the "Procedures for Registration and Verification of Voluntary Work" (PRVWW), which was approved by the aforementioned law, explains in detail the principles and directions of volunteer work as well as the rights and duties of volunteers.

As regulated by the law and the procedure, voluntary activities must meet the characteristics of "non-profit" and "public benefit". In other words, the law does not allow "volunteer work" in the for-profit sector and requires any voluntary activity to be for the "public interest".

What are the characteristics of voluntary work in civil society organizations?

According to the United Nations Development Program (UNDP), "... civil society is an arena for cooperation and brainstorming, and it can have unique characteristics depending on the national and historical context. Civil society includes organizations and other forms of organizations involved in development activities, such as non-governmental organizations, community-based organizations, ethnic representative organizations, research and academic organizations, journalists' associations, religious and charitable organizations, professional associations, trade unions, trade associations, women's and supporting organizations, their networks and coalitions"¹. It is also noted that this concept "does not include national public television and multinational companies".

According to the definition above, "civil society organization" to which we dedicate this handbook is a very broad concept, so the needs and requirements of "volunteer work" are different depending on the characteristics and goals of each organization. For example, in some organizations it is possible to directly help people, while some allow many forms of volunteer work, such as preparing documents, organizing public events, and disseminating information to people.

¹ National Institute of Justice, "Effective Legal Regulation of Publicly Beneficial Voluntary Activities", Ulaanbaatar City, 2013.

What are the principles for employing volunteers?

According to Article 2 of the PRVWW, the following principles must be followed:

- Complies with the principles of voluntary and legal equality;
- No discrimination based on age, gender, social origin, status, wealth, opinion, or education;
- Values human rights and freedom, is humane and compassionate;
- Strict confidentiality of individuals and organizations;
- Based on unity and cooperation;
- Ensures safety and security;
- Condemns all forms of violence;
- Non-profit and non-commercial in nature;
- Transparent and open;
- Do not promote alcoholic beverages, drugs, tobacco, psychoactive drugs, or bad habits;
- Has a flexible schedule.

Furthermore, the following principles can be additionally considered according to the volunteer policies of international organizations. For example, the volunteers are:

- Provided with a healthy and safe working environment;
- Covered by insurance;
- Provided with accurate and clear information about the organization he/she is working for;
- Reimbursed with any expenses that are in excess of small expenses;
- Not performing the duties of a salaried employee.

What should an individual consider when volunteering?

As volunteering is always based on individual choice, the individual needs to be motivated by their own values and beliefs. Also, by joining a civil society organization as a volunteer, you gain a better understanding of the human rights violations occurring in that society, their underlying causes, and your own contribution to society.

By its very nature, volunteer work is done without expectation of remuneration. While some people volunteer to gain experience related to their work, in many cases people participate in more social or a variety of prevention and advocacy activities that address issues such as violence, discrimination, water and air pollution, and environmental protection. Whatever the circumstances, engaging volunteers in organizational and social issues is a meaningful civic engagement. However, in some cases, the cooperating organization may provide a small monetary compensation, but it is not appropriate to expect that this is the case all the time.

Moreover, since volunteering develops employee skills (such as leadership, communication, presentation skills, consulting or mentoring, etc.), it is ethical not to approach it solely for the selfish purpose of receiving a scholarship or gaining public recognition.

TOPIC 1.2: VOLUNTEERISM MANAGEMENT -----

A vital and dynamic component of the growth and effectiveness of volunteerism is good governance, because the role and importance of volunteer organizers in society is increasing in recent years. In other words, the volunteer work organizers are able to build a more formal relationship between those in need and those willing to help by identifying the needs of society, community and group, calculating risks, recruiting suitable volunteers, giving them orientation, organizing trainings, monitoring their activities, and evaluating and recognizing their efforts.

Also, the work environment of volunteer work organizers varies. Some organizations have very few employees but are supported by volunteers, while others have few volunteers. Today’s society is constantly requiring individuals and organizations who are organizing volunteer work to update their skills as the need for software and Internet-based technology to recruit, communicate with, schedule and track volunteers due to the rise of corporate social responsibility, the emergence of a variety of technologies, and the development of social media has dramatically increased.

What to consider when organizing a volunteer activity?

Individuals and organizations conducting voluntary activities should have a common goal, but the way of working and the principles to follow vary depending on the culture, structure, and characteristics of the organization.

Some organizations have specific volunteer programs that have specific funding, while others do not. For example, in developed countries, separate organizations manage training for volunteers, and in large organizations there is a designated officer in charge of volunteers. However, in Mongolia, in most cases, civil society organizations select, train and involve their volunteers in their activities without any special funding. However, it is recommended that every volunteer organizer plan their management according to the following general steps:

- Define the goals • Plan • Organize
- Communicate • Develop people
- Motivate/encourage • Manage • Evaluate

In addition to being able to see/control the cycle and coordination of the above activities, volunteers should be encouraged and awarded in order to develop their skills in planning, organizing, monitoring, and communicating; continuously monitor and evaluate process and results; and ensure they reach their goals. To achieve this, it is helpful to remember the words "Tell me, I will forget. Show me, I'll remember. Involve me, I will understand" in any planning.

Volunteers expand spheres of awareness and influence and access to other people, businesses and organizations within society. Even a volunteer who attends an event once a year gets to know about your event and spreads it to at least one person. Volunteers can also reach out to new partners, funders, and target groups while building new relationships. Many experiences show that volunteers can also be the initiators of innovative ideas, methods and activities against the established and traditional activities of society.

What are some examples of volunteerism best practices?

In Mongolia, volunteer activities have been informally preserved in our culture and tradition. Nowadays, many civil society organizations continue to organize voluntary activities. Voluntary activities that are implemented in Mongolia are mostly directed towards social problems and target groups that are in need of services and support.

An example of the above is the "Beautiful Hearts" NGO. Since 2012, the organization has been working in the field of educating the public about and advocating for human rights and child rights and stopping gender-based violence, including sexual violence against children.

"Beautiful Hearts" NGO organizes the recruitment of volunteer members once a year, and on average, more than 300 applications are received. They invite about 70 people to the second round of selection or interview, from which 25-30 young people are selected. This is followed by orientation and human rights and human rights-based trainings for two months. In this way, the young people learn to approach social issues with a human rights perspective and to focus on the root causes of violence.

They also appoint a volunteer manager from among the core staff to ensure the continued sustainability of volunteers and involve them in all community outreach activities as planned. In addition, volunteers gain an added advantage of increasing their skills and growing further through being provided with reference letters for scholarship or other programs.

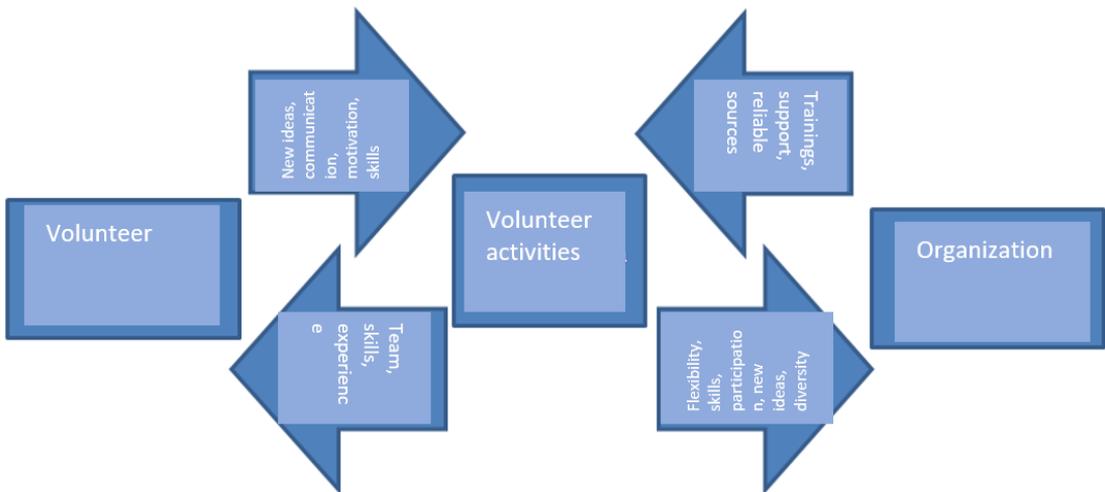
TOPIC 1.3: PLANNING VOLUNTEER PARTICIPATION

Because volunteering benefits both the volunteer and the organization, it should be recognized as a mutual process and made known to the society as such. For some organizations, volunteering is just something they do naturally, and they know what to do and how to do it. For others, however, the reasons and conditions for engaging volunteers are more complex, often related to financial resources, and lack of clear guidance on how to organize them.

Therefore, volunteer participation in an organization should be ensured through understanding how and why volunteers should be involved as well as respecting and understanding their contribution. In this way, encouraging the positive participation of volunteers and formally recognizing their contribution and importance increases the chances of achieving the organization's mission.

What is the nature of the organization-volunteer relationship?

The essence of volunteering is a two-way relationship. Maintaining this two-way relationship creates conditions for volunteers to actively participate. In fact, volunteer engagement is about finding the best balance between the organization's needs and the volunteers' aspirations, and this balance is about maximizing the benefits of volunteering for both parties.



Volunteers' motivation to participate in any activity is important, but this varies from person to person and is likely to change over time. For example:

- Willingness to improve things/help others

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- A choice to participate because the cause of action is important
- More time and opportunity to spend on other things
- Information about the need for voluntary work in the community
- Philosophy of life and religious beliefs about helping people
- Belief that there is an opportunity to use your skills
- Because friends and family volunteer
- Willingness to meet other people and make friends
- Knowing that even one person's participation is important in keeping the society well are common reasons.

Furthermore, we should always remember that volunteering is just ONE of the many options to spend one’s free time. While the traditional reasons for volunteering—leisure time, solving social problems, helping individuals and communities—are still important, many people volunteer to fulfill their personal needs and desires such as meeting new people, learning new skills, and more. Therefore, organizations should always respect the needs and interests of their volunteers and continuously focus on developing and improving their skills.

How can organizations improve the results of volunteering?

Organizations should verify the effective participation of volunteers in writing and define the organization's goals and vision, as well as the principles of recruitment, selection and participation of volunteers in advance.

Doing so creates a culture in your organization that values the contributions of volunteers and helps them share their activities and experiences with the community.

If you are going to involve volunteers in your activities, it is essential for the organization to have a very structured and regular activity. To do this, you must:

- Clarify the internal rules and regulations of the organization;
- Determine the common requirements and duties of volunteers;
- Introduce them to volunteer policies, rules, and considerations;
- Provide information on the benefits of volunteering at your organization;
- Determine how the volunteer can also assist in your organization's operations;
- Plan how your organization will train and empower volunteers;
- Organize activities aimed at volunteers regularly.

TWO. VOLUNTEER SELECTION PROCESS

TOPIC 2.1: DEFINING THE DUTIES OF VOLUNTEERS

A volunteer job description is the most important component of your volunteer program. It is a key tool for recruiting volunteers. This is because the job description is a document that pre-determines what skills, qualities and experience a volunteer should have, and it can be developed in the following

steps.

STEP 1: Define the volunteer's objectives and write down the duties and tasks associated with achieving those objectives.

Instructions:

- In the first part of the following duty analysis sheet, each employee of the organization should clearly write their main objectives of volunteering;
- Then fill in the second part and list all the actual activities aimed at achieving these objectives;
- Include all the tasks you need to do to accomplish the main objective of this exercise, whether you are currently doing them or not.

DUTY ANALYSIS
<p>What is the objective of the volunteer's duty?</p> <p>Please list up to five objectives</p> <p>A. B. C. D. E.</p>
<p>List the main tasks or activities aimed at achieving these objectives.</p>

STEP 2: Based on the above sheet, if the needs of the volunteer and the staff's understanding of volunteering are consistent, it is appropriate to write the job description according to the following structure. If there is a gap in understanding between staff and the expectations of volunteers are unclear, we recommend that you reconsider whether your organization is ready to accept volunteers. When you accept a volunteer, the discrepancy in the guidelines, instructions, and recommendations given by the staff may have a negative impact on the operations and credibility of your organization.

Job Description structure:

- 1) Title
- 2) Target group
- 3) Purpose
- 4) Duties
- 5) Timeframe
- 6) Qualifications
- 7) Trainings to attend
- 8) Subject to monitoring/evaluation
- 9) Working conditions/environment
- 10) Benefits to gain
- 11) Impact on the public
- 12) Policies, rules and regulations

TOPIC 2.2: SELECTION OF VOLUNTEERS

STEP 1: Promoting your organization

In order to recruit volunteers to your organization and involve them in your activities, you need to be known to them. To that end, spreading your organization's goals, vision, and direction of action in their language, in an understandable way, and through their communication channels, allows you to find people who share the same values and principles as you.

In doing so, publicizing the fact that you have established an effective and clear volunteer support structure in your organization will increase the opportunities for volunteers to approach and contribute to your organization.

Marketing and promotion tips to help recruit new volunteers

- **Define what people you want:** This will save time for your organization and the applicants.
- **Leverage existing resources:** Leverage your organization's own communications strengths, such as volunteer information centers.
- **Social networks:** Identify and advertise volunteer needs on websites, social media, and in chat groups.
- **Emphasize the positives:** Clearly communicating the benefits of volunteering to your organization and the accomplishments of your organization is key to attracting good employees.
- **Word of mouth:** Advertising about volunteer needs and requirements and your organization through well-known and well-connected people allows you to reach a whole new circle.

STEP 2: Determine your volunteer recruitment steps

- 1) Risk identification: It is advisable to analyze the program and activities in advance and calculate the risks that may occur by employing volunteers.
- 2) Defining the work to be done: Defining all tasks and responsibilities clearly helps the volunteers to understand the expectations of the organization and their own responsibilities.
- 3) Defining the requirements: It is advantageous to find a person suitable for a specific field by making it clear for which activity and with what capacity a volunteer is going to be selected.
- 4) Processing the application form: The application form collects important information about the volunteer. All information collected must comply with privacy and human rights laws.
- 5) Interview: Ask the same questions to ensure equality of applicants. Interview questions include the applicant's relevant work, volunteer experience, and other relevant information.
- 6) Get references: It is very important to verify the applicant's background and skills, and get confirmation from someone who knows them well that they really fit the organization's values.
- 7) Obtain a police clearance: Consider checking whether the applicant has had any previous convictions and whether this would adversely affect your activities (for example, when hiring a volunteer to help with child abuse social work services, it is absolutely essential to know whether the applicant has prior or current sentences).
- 8) Organize orientation training: This allows the organization and each volunteer to

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determine whether they have made the right choice.

STEP 3: Receiving the application

Organizations usually advertise online for volunteering and usually hold recruitment once or twice a year based on their needs and requirements. In terms of time, announcements can be made at any season.

The main thing is to include the following information in the application form, which will help you get a clear idea of the applicant at the first stage. For example:

- Surname and first name
- Age and gender
- Education level and background
- Work history and status
- Understanding of volunteering
- Previous experience in volunteering
- Any current volunteering at a different organization
- Availability for volunteering

STEP 4: Testing skills

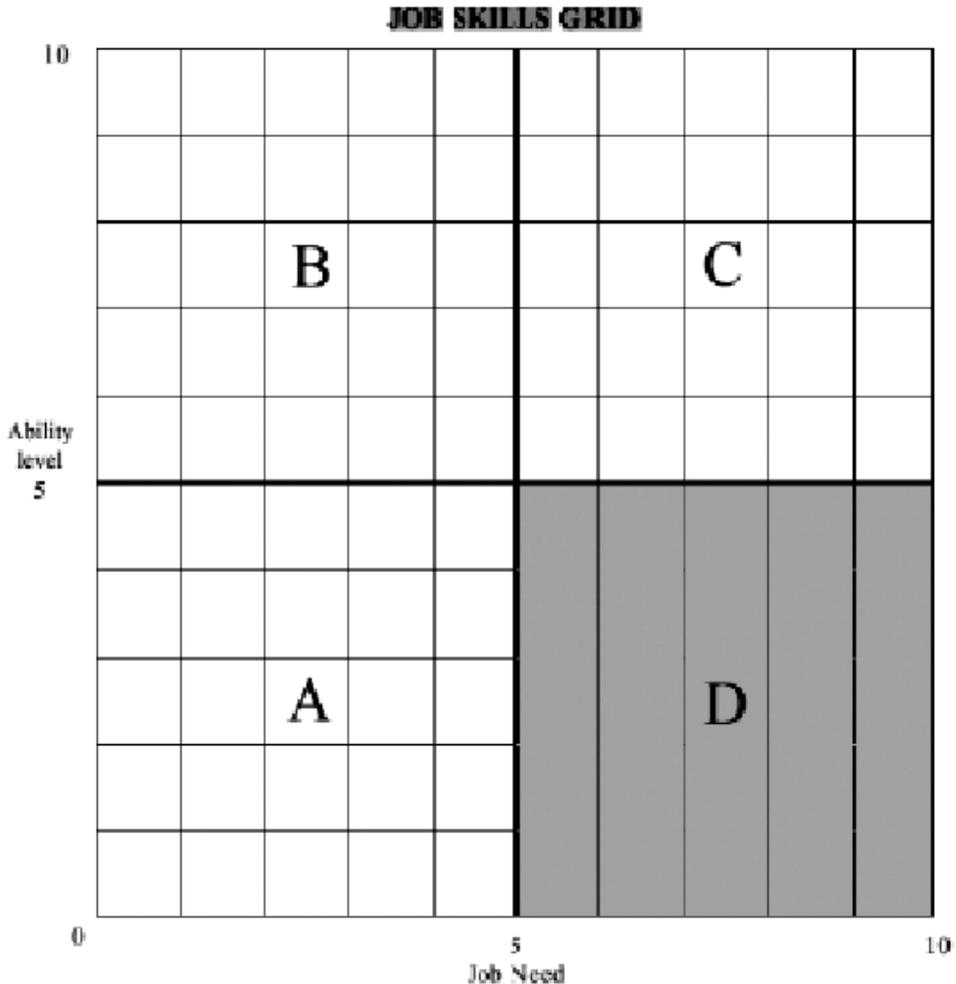
Determine whether the volunteer has the necessary knowledge, skills, and attitudes for the role, and prioritize the demands for personal development in the following order. It includes:

- 1) On the following page, volunteers will list the skills and knowledge required to effectively perform each activity listed on the duty analysis page. If the volunteers are not familiar with certain tasks, it is useful to do them with a supervisor. Skills may overlap in each activity, but try to write as many as possible.
- 2) After you have completed your list, give each skill or knowledge a score of 1-10 for each of the following two elements.
- 3) Job requirements show how important the listed skills/knowledge are to your job performance.
- 4) Check your capacity in terms of skills and knowledge required to achieve your goals. As a reminder, it's helpful to do it with the person supervising you.
- 5) Skills and knowledge scored high for job needs but low for competency will indicate the volunteer's basic development needs.

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SKILL TEST				
Activities listed under the duty analysis (see Step 1)	Skills and knowledge	Job needs (1-10)	Competency (1-10)	Job skills grid

6) In the following "Job Skills Grid", from the left hand side, mark the cells corresponding to the competency level points assigned to specific skills with a dot, and along the vertical line, mark the cells corresponding to the job needs points with a dot. The zone (A, B, C, D) of the two selected points is marked in the last column of the “Skills Test” page. With the help of this exercise, the organization determines the knowledge and skills it needs to develop when employing volunteers.



7) Analyze the dots marked on the grid as follows.

- The skills and knowledge in Area A of the grid are not among the person's unique talents and are not important to your job.
- Area B of the grid shows that the person's skills and knowledge are at a high level. However, these are not the most important aspects of your job, and you can develop these skills to achieve the goals identified in the "duty analysis."
- Skills in Zone C are the most impactful on your job, so being good or bad directly affects your performance.
- Zone D is the most interesting. The skills and knowledge that depend on this area are important for your work, but at the moment are not good enough for it. These are the skills and knowledge that a volunteer needs to develop in order to participate more effectively in the activities of your organization.

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STEP 5: Interviewing and selecting volunteers

Get acquainted with the information of the people who have filled out the application form, organize the first round of selection as a team, and contact the people who will be called for interviews in the next round and inform them of the location and time of the interview.

The interview should be organized in an official tone, and it is advantageous to choose questions that analyze the personality and attitude of the individual. Also, before starting the interview, you should prepare your questions and agree on how to evaluate them. Below are sample interview questions (see Appendix 3 for a version of the form that can be used to recruit volunteers).

1. What made you want to join our organization as a volunteer?
2. What do you know about our organization?
3. What would you like to learn as a volunteer?
4. What skills and experience do you have for volunteering?
5. Time available for volunteering?
6. Do you have any previous volunteering experience? If so, what did you like? What didn't you like?
7. Do you have any other questions about the voluntary activities of our organization?

When selecting volunteers who meet the needs of your organization and share the same ideals and values after such individual interviews, you can use the following example to tailor your organization.

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Core competency	Teamwork	Technical skills
<ul style="list-style-type: none"> • Conduct prior research on the organization you are going to volunteer for • Prepare and plan to commit to your organization • Able to work with others from both a leader and member position • Have a positive and optimistic attitude • Have your own way of managing stress • Have time management and personal organization 	<ul style="list-style-type: none"> • Demonstrate a considerate and caring attitude towards others • Listen carefully to others • Learn from and accept the capacity building and consultation/feedback process • Know that you are not an expert or be able to define your boundaries • Ability to explain and teach others 	<ul style="list-style-type: none"> • Able to use computer • Maintain friendly communication with colleagues, partners and other members of the organization • Develop communication materials using appropriate language (e.g. writing e-mails) • Ensure the safety of technical tools and equipment • Follow organizational rules, established protocols or instructions

Selected volunteers will also be asked to review and sign the specific policies and regulations of their organization that they must follow, and fill out a form containing the employee's details (see Appendix 2). This will help you create a comprehensive database of how many volunteers your organization has and what their roles are.

THREE. DAILY ORGANIZATION OF VOLUNTEERS

TOPIC 3.1: DEVELOPING THE VOLUNTEER MANUAL

As mentioned in Chapter One of this handbook, the term civil society organization is a very broad concept, so it is clear that the methods of working with volunteers will differ depending on the goals, organizational characteristics and types of activities of each organization. However, if the organization decides to support the long-term sustainability of volunteers and to devote their commitment to social good, each organization must develop a "Volunteer's Manual". The manual is an official document of the organization that contains comprehensive guidelines and information about the organization and volunteering.

Acquainting volunteers with the "Volunteer's Manual" before officially starting work is the main basis for establishing a stable, trusting and business relationship between the organization and the volunteer. Therefore, prioritizing the following content in your volunteer manual can support the success of your organization's volunteer program.

Mission	History	Organization	Programs	Safety	Requirements	Disclaimer	Ethics
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Know how volunteer efforts contribute to the organization's mission	Success can be demonstrated by writing the history of the growth and development of the organization	Include specific information about the organization's volunteer programs, committees, and administration	Specify whether volunteers can participate in several programs at the same time	Specify safety policies and measures to be taken (list all measures including first aid and ambulance)	Specify the mandatory requirements of the volunteer	Include requirements on posting or publishing photos and how volunteers do not represent the organization's position	Specify a clear code of ethics and behavior that is not acceptable in the organization
INFORMATION REQUIRED TO BE INCLUDED IN THE VOLUNTEER MANUAL							
Reporting violations	Expenses	Expectations of the program	Guideline	Registering for activities	Handover	Risk assessment	Signature forms
Specify steps and procedures for reporting any conflicts or misunderstandings encountered during work	If the volunteer incurs personal expenses for the organization's activities, explain what expenses will be reimbursed	Each specific program of the organization has its own purpose. Therefore, explain the purpose and role	Describe generally the policies, guidelines and approvals and practices followed by the organization	Include details on how volunteers can join, sign up for, and transfer to activities	Include detailed instructions and explanations on how to terminate volunteering	If a risk may be encountered in the process of volunteering, explain in detail what the risk may be and what measures will be taken	At the end, include forms and documents that need to be acknowledged and signed by volunteers

TOPIC 3.2: OFFICIAL RECEPTION OF VOLUNTEERS

In the sense that the process of volunteering in civil society organizations is flexible and based on individual choices, it avoids being too rigid, but it is very important to make the volunteers understand and realize that there is a business relationship between the volunteer and the organization. In other words, both employer and employee parties participate in this activity with their own rights and responsibilities.

Furthermore, although employees and volunteers differ in terms of the level of responsibility they officially expect within the organization, both parties must be responsible and meticulous in the entire process of organizing volunteer activities, as the organization looks like one entity to other people, clients, and customers. Therefore, here are some things to consider for effective volunteering.

STEP 1: Introduce your organization

It has been mentioned in previous chapters that every volunteer has the right to have accurate information about the organization they are contributing to. Although they received information about the organization in the entire process of selection and chose you as a place to volunteer, they undoubtedly lack the skills and training to represent the organization to others. Therefore, it is very important for the employees of the organization to formally introduce their

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mission, values, and activities to their volunteers, and to show by example how they promote and represent the organization to others.

STEP 2: Sign a contract

As an organization, you need to make everything clear to volunteers by introducing them to the rules and regulations they must follow. Although a volunteer may not be paid for performing work on behalf of the organization, these rules and regulations address boundaries, ethical issues, safety, confidentiality, conflicts of interest, duties, and representation of the organization to the same standards as paid employees. By making the volunteers aware of how they work, any doubts or uncertainties are avoided (see annex 1 for an example of the procedure).

STEP 3: Educate and build capacity

One way to increase the sustainability of volunteering activities and participation of volunteers is through training. In addition to providing an orientation to the causes and content of your organization, the training should aim to provide a common understanding of the activities, events, plans, and practices of the organization.

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Therefore, before the implementation of the volunteer program, it is recommended that the organization approves the plans for capacity building training and programs and calculates the stages in advance. For example, volunteers in organizations working with people with disabilities must have knowledge and understanding of how to use assistive devices for people with disabilities and how to communicate, motivate, and inform these people.

STEP 4: Assigning volunteer work

It makes sense to allow everyone who starts volunteering with an organization to contribute to the organization's mission. Therefore, each organization can appoint a staff member who is responsible for mentoring and guiding volunteers to monitor their work performance and results. To do so, it is necessary to clearly define the relationship between official staff and volunteers and the difference in the roles and tasks. This will help prevent conflicts of interest and implement the principle of accountability of a paid employee.

Organizations also need to keep in mind that people volunteer for different reasons, but they share a common desire to be valued for their work. Some want to receive some kind of recognition for what they have done, while others don't like to be the center of attention or don't want the organization to spend money on gifts, honors, or social events for them. Therefore, you can use the following ideas to express your appreciation for their activities and support:

- Send thank-you cards to volunteers and their families;
- Promote your volunteer activities and contributions to your organization and community through the organization's profile, brochures or social media;
- Post volunteer photos or short stories on your website
- Send online and written greetings for birthdays and anniversaries;
- Organize dedicated activities or events;
- Acknowledge continued service with events and small badges recognising 1 year, 5 years, and 10 years of service;
- Celebrate together after a big event, etc.

STEP 5: Employee mentor

It has been made clear in previous chapters that volunteering is a two-way relationship. Therefore, it is very important for the organization to have its own way of thanking, encouraging, advising, mentoring, improving, and holding the volunteers accountable.

Since the attitude and skills of the employees of the organization, especially the employees who have accepted the role of mentors, are directly influencing the meaningful implementation of this role, the organization should not only empower volunteers, but also prepare the psychology of its employees and improve their skills. In particular, every employee should have a common understanding and information about the actions, behaviors and attitudes to be followed and prohibited in the employment of volunteers. This is because the responsibility of creating a friendly environment always rests with the organization that provides the work, and high standards of ethics and communication are the basis for the successful implementation of the volunteer program by every employee of the organization.

STEP 6: Resolving issues

Although both sides have agreed to cooperate for the welfare of society, it does not mean that the process of implementing voluntary activities in the organization is always straightforward and without problems. In some cases, conflicts, disputes, misunderstandings, and ineffective negative situations may occur; therefore, the ways to resolve them should be pre-defined and implemented according to the organization's internal procedures and the "Volunteer's Manual" to prevent any problem from escalating. The following are some ideas on resolving such issues:

Firstly, to resolve the issue caused by an irresponsible action by a volunteer, the organization will take measures in accordance with the contract and regulations signed with the volunteer. In this case, it is advisable to have a third party investigate the root cause of the issue and determine whether taking penalty measures is necessary. Specifically, it should consider that the volunteer's mistakes may be due to the irresponsibility and insufficient guidance of the mentor or supervisor.

Therefore, the organization can protect itself from risk to reputation by having a third party investigate the situation, verify facts, and determine accountability measures. This process should be clear to the volunteer who is being held accountable and they should be informed what mistakes he/she is responsible for.

Secondly, handling any issues arising from the irresponsible actions and ethical violations of the official employees of the organization is the most complicated case which potentially results in damage to organizational reputation. In this case, volunteers should be provided with a structure where they can file a complaint to the higher management of the organization. For example, the organization ideally has to have a hierarchical system of accountability, such as complaints about employees of the organization to the director, or complaints about the director to the board of directors. This process must protect the volunteer from any retaliation from the accused if the complaint is found to have merit. Anonymous reporting mechanisms must also be implemented to ensure sensitive issues can also be reported, documented and investigated.

In particular, a volunteer can implement the following issues and complaints mechanism:

- Communicate directly – Directly tell or file a complaint with the person committing the misconduct;
- File an informal complaint – Address or report the misconduct to a supervisor

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without directly approaching the person committing the misconduct;

- File a formal complaint – Demand legal and regulatory actions against the misconduct.

Volunteers have the right to work in an environment free from any kind of harassment, violence and discrimination, and in case this right is violated, the organization should plan in advance how to work quickly and flexibly. It should be specified in the rules and regulations that this requirement also applies to relations between volunteers.

TOPIC 3.3: END OF CONTRACT/RELEASE

As mentioned in the previous chapter, volunteering is a two-way relationship, so it is important for the organization to evaluate the volunteer every time they leave or when the contract ends. It is very important to listen to and accept any feedback or information, both favorable and unfavorable, as the organization aims to learn from this evaluation.

Therefore, this exit process can be done at two levels. For example,

First, on the part of the organization: to present the evaluation of the employee directly supervising the volunteer or the evaluation containing commendations, considerations, and corrections for the individual volunteer;

Second, on the part of the volunteer: in addition to the positive things learned and acquired during the period of working in the organization, they will share their experience and conclusions about the organization's culture, atmosphere, rules, and organization of activities that need to be improved or changed (attachment 4, exit interview example included).

VOLUNTEER PROCEDURE

ONE. GENERAL CLAUSE

- 1.1. The purpose of this procedure is to regulate the relations between volunteers, their roles, and ethical conduct under the main objective of improving volunteer coordination and smooth operation of the organization.

TWO. SCOPE

- 2.1. This procedure shall be followed by all persons doing voluntary work in the organization. Volunteers must meet one of the following criteria:
 1. Participated in the recruitment of volunteers announced by the organization every year and passed the application and interview stage.
 - 2.2. Selected by no less than three recommendations from the staff and recruitment committee.
 - 2.3. By meeting the above criteria, volunteers have attended at least 80% of the capacity building training.

THREE. DUTIES OF VOLUNTEERS

- 3.1. Upon becoming a voluntary member after accepting the organization's mission, principles, and basic rules, follow and uphold the organization's rules and regulations;
- 3.2. Respect diversity, human rights and freedoms;
- 3.3. Be open, fair and responsible in communicating with each other and with other cooperating organizations;
- 3.4. To carry out the work he/she is responsible for faithfully, honestly and effectively and deliver it within the agreed timeframe;
- 3.5. When participating in any training or meeting, arrive 15 minutes before the start time;

FOUR. RIGHTS OF VOLUNTEERS

- 4.1. Participate in the organization's programs and activities with equal rights;
- 4.2. Freely express opinions and feedbacks related to the activities of the organization;
- 4.3. Propose and discuss new initiatives;
- 4.4. Equally participate in various presentations and events organized by the organization and in cooperation with other organizations;
- 4.5. Make suggestions for improvement of own and others' work;
- 4.6. Voluntarily participate in any activity organized by the organization;
- 4.7. If unable to complete the assigned tasks, notify at least 3 days before the

deadline.

FIVE. ETHICAL PRINCIPLES

5. Employees of the organization shall adhere to the following basic ethical principles.

5.1. Honesty: Volunteer shall respect righteousness and work for the welfare of the society without tolerating injustice and avoiding conflicts of interest.

5.2. Accountability and ownership: The volunteer shall, to the best of his/her ability, complete the assigned work within the specified time, achieve high quality performance and results, and set standards for himself/herself and others.

5.3. Agreeableness: The volunteer shall strictly adhere to the culture of positive communication and interact politely and respectfully with the organization's colleagues and other people. When expressing one's opinion or making legitimate demands to others, it is prohibited to raise voice, use vulgarity or insults, argue or fight with others, use inappropriate movements and gestures, behave in a disrespectful manner, and other improper actions. Also, it is forbidden to impose one's opinion, worldview, behavior, religious views, etc. on others and force them accept it.

5.4. Non-discrimination and equal treatment of others: Volunteers should respect the organization's colleagues and other people regardless of ethnicity, language, race, age, gender, social origin, wealth, occupation, position, jurisdiction, religion, views or education.

SIX. CONSIDERATIONS IN PARTICIPATING IN PUBLIC ACTIVITIES ON BEHALF OF THE ORGANIZATION

6.1. When participating in any activity on behalf of the organization, always uphold and spread its reputation and lead others by example.

6.2. Communicate and disseminate information on the participating activities to other volunteer members and staff members of the organization through the Facebook group.

6.3. Do not violate or ignore the rights of the organization or others by putting personal interests first when performing any voluntary work,

SEVEN. LETTER OF RECOMMENDATION FROM THE ORGANIZATION

7.1. If you participate in at least four activities as an organizer and demonstrate high-quality performance, you will be entitled to receive a letter of recommendation.

7.2. If two or more volunteers apply for a scholarship program and request a letter of recommendation from the organization, one person will be recommended by the organization based on the level of participation and attendance record.

EIGHT. VOLUNTEER SUSPENSION

8. The decision to suspend the right to be a volunteer will be issued by a committee meeting of the organization. Membership will be removed on the following grounds:

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8.1. Not participating in programs and activities by the organization on four or more occasions;

8.2. The volunteer submitted a written request to withdraw from the membership;

8.3. A conflict of interest was identified;

8.4. Volunteer conducted activities inconsistent with the values of the organization.

NINE. DISCIPLINARY ACTIONS

9. In case of any violation of procedures or code of ethics, the volunteer will be given a verbal or written warning or will be suspended from being a volunteer and removed from membership.

Appendix 2

VOLUNTEER REGISTRATION APPLICATION

ONE. VOLUNTEER DETAILS									
Surname	Name					Family name			
Birthdate (year/month/day)	Age		Gender			Nationality			
Mobile phone no.			Home phone no.						
E-mail			Address						
Registration no.			Major						
TWO. ACADEMIC AND PROFESSIONAL BACKGROUND									
Completed secondary school /University/ College/Other institutions		Enrolled (year/month)		Graduated (year/month)			Qualification earned		
Professional trainings/courses									
Currently studying									
THREE. PLEASE NAME THREE REFERRALS (relatives and friends not included)									
Full name			Relationship			Contact number			
FOUR. LANGUAGE SKILLS									
Language skills	Speaking			Reading			Writing		
	Advanc ed	Good	Interm ediate	Advanc ed	Good	Interm ediate	Advanc ed	Good	Interm ediate

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FIVE. COMPUTER SKILLS								
	Mic- rosoft Word	Mic- rosoft Excel	Mic- rosoft Access	Mic- rosoft Outlook	Mic- rosoft Power- point	Autocad	Photo shop	Бусад
Full proficiency								

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Intermediate								
Basic								
SIX. SIGNATURE								
Volunteer policy acknowledged and accepted by Volunteer name: _____ (_____)								

Appendix 3

VOLUNTEER APPLICANT’S INTERVIEW QUESTIONS

Full name	Age
School/Work	Profession
1) How do you know our organization? Where did you find the call for applicants?	
2) Why did you choose our organization? Why this field?	
3) What expectations do you set for yourself by becoming our volunteer? What do you think you will learn?	
4) What are your strengths? What skills can you offer us?	
Foreign languages	
Music and Arts	
Others	
5) What are your weaknesses? How do you want to improve them?	
6) Are your previous studies or work related to volunteering with us?	
7) How do you spend your free time?	
8) If you have done volunteer work before, please share your most memorable moments and stories.	
9) There are more than 30 active volunteers in our organization. They have an important influence on our work. What benefits or recognition would you like from volunteering?	
10) Please share your thoughts on the LGBTQ community.	

Interviewer:	
Evaluation:	

Appendix 4

VOLUNTEER RELEASE INTERVIEW SHEET

Name of interviewer		Name of releasing volunteer	
Interview no.	Start date	Release date	Reasons of departure
1. What did you like about volunteering at our organization?			
2. Have you faced any obstacles or challenges while volunteering? If so, what were they?			
3. What do you think you have contributed to our organization?			
4. Have we provided enough opportunities for you to volunteer? For example, providing supervision, guidance and direction. What are your suggestions for improvement?			

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5. Have we provided sufficient trainings? Do you have other trainings to recommend?

6. Did you receive enough support during your volunteering?

7. Would you volunteer with our organization again?

8. Do you have any other comments or suggestions?

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