

**PHASE**  
PLATFORM ON HUMANITARIAN AID  
FOR A SUSTAINABLE EMPOWERMENT



# High quality Volunteering management in Humanitarian Aid context



**EU Aid Volunteers**  
We Care, We Act



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# Introduction

This booklet has been developed within the Capacity Building PHASE project under the EU Aid Volunteers program. The aim of the EU Aid Volunteers Capacity Building project PHASE, led by ADICE association, is to build high quality volunteering projects in order to ensure a strong and sustainable impact in local communities.

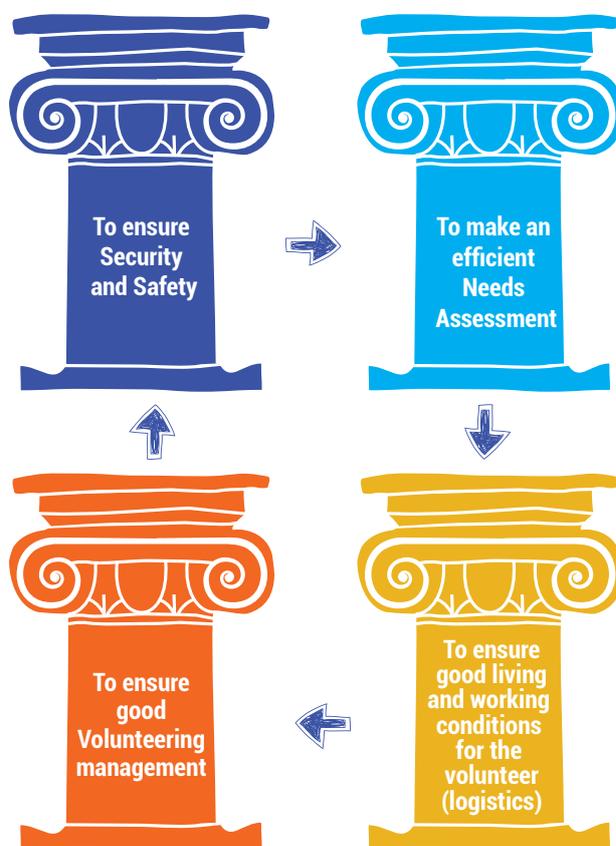
To achieve this goal, it is important to take in consideration various aspects all along the mission, such as the wellbeing and the safety of the volunteers, the identification of the real needs of the population, the guarantee of good working and living conditions...

*The hosting and the sending organisations have to follow some steps before the arrival of the volunteers. They have to establish security tools to:*

- reduce as much as possible all the risks that the volunteers can face,
- know all the needs of their communities before writing a vacancy description,
- ensure good quality of life and of work for the volunteers during their mission,
- establish a good monitoring of the volunteers all along the project.



TO REACH THIS OBJECTIVE, IT IS IMPORTANT TO FOLLOW THESE 4 PILLARS:



This booklet can be used by any hosting organization acting in humanitarian context. It provides explanations, details and advices regarding these 4 essential aspects (security, needs assessment, logistics, volunteering management) to ensure high quality volunteering management in the humanitarian aid context.



## CHAPTER 1

# Security and Safety

The objectives of this chapter are to give new skills and knowledge in security processes to the possible hosting organisation active in humanitarian context.

The aim is to ensure a safe and secure environment for the potential hosted volunteers and the staff members.

Reducing risks to zero is almost impossible, but it is very important to analyse the existing risks and to have smooth procedures in place in case of security situations.

Therefore, in order to mitigate the different risks and to ensure the security of their volunteers, the security and safety system of the hosting organisation must consist of essential tools.

Such tools are: a risk assessment, a security management plan (which depends on the level of risks), health and safety guidelines, security briefing guidelines and the evacuation plan.

This chapter guides the hosting organisation towards improving its security tools.

# 1. HEALTH AND SAFETY POLICY

Health and Safety policy defines the organisation's approach to security and sets out general rules for security management.

It describes roles and responsibilities about security within the hosting organisation.

It must clearly indicate what is expected from volunteers, staff members, the humanitarian aid team and board members of the hosting organisation concerning safety and security.

The Health and Safety policy must also address the kind of mitigation activities that are in place and explain who is responsible for what in the hosting organisation.

To make effective decisions about security, the hosting organisation must define its risk levels.

## a. Risk levels

To support accurate risk assessment as well as facilitate meaningful risk discussions, it is recommended to address different risk types by using a risk matrix.

Although there are a lot of different risk matrices available on the Internet, the hosting organisation must develop its own risk matrix according to its local context.

A risk matrix helps to determine the level of risk by considering the category of probability or likelihood against the category of consequence or severity.

This mechanism increases the visibility of risks and makes it easier for hosting organisations to manage risk assessment and further decision-making as well as present it to their volunteers and staff members.

IMPACT	High	Medium	High	High
	Medium	Low	Medium	High
	Low	Low	Low	Medium
		LIKELIHOOD		

*A simple matrix can cover all kinds of risks and impacts and supports discussion, decision-making and even status tracking. By determining level of risk to every risk type, the hosting organisation can further develop the mitigation measures in their Security management plan.*

Source: <https://www.pivotpointsecurity.com/blog/using-matrix-models-for-risk-assessment/>

## b. Categories of Risk

For country-specific analysis it is good to define the risks according to four levels:

Low	<p><i>Normal security precautions</i></p>	<ul style="list-style-type: none"> <li>● Countries, regions, or cities that are essentially stable and free of political, economic and social unrest.</li> <li>● Crime is generally low and organized anti-government or terrorist groups, if present, exhibit limited operational capabilities.</li> <li>● Threats of natural disasters and disease still exist.</li> </ul>
Moderate	<p><i>Mesures de protection renforcées</i></p>	<ul style="list-style-type: none"> <li>● Countries or regions where low-level political, economic, and social unrest is present and/or where safety and security infrastructure is poorly developed.</li> <li>● Organized anti-government or terrorist groups may be active but not strong enough to threaten government stability.</li> <li>● The country may be involved in a regional dispute, exhibit high crime rates, or prone to natural disasters or disease epidemic.</li> </ul>
High	<p><i>Stringent security precautions</i></p>	<ul style="list-style-type: none"> <li>● Countries or regions where organized anti-government or terrorist groups are very active and pose a serious threat to the country's political or economic stability.</li> <li>● A civil war may be in progress and a paramilitary or guerrilla forces may be in control of a significant area.</li> <li>● May be near or in the process of a military coup, be involved in violent disputes with its neighbours, or exhibit a breakdown in social infrastructure, especially police and judiciary.</li> <li>● There may be prejudicial treatment of foreigners or specific threats to NGOs and/or CARE.</li> <li>● Civil unrest and crime are present but these may also reflect increased threats from disease epidemics</li> </ul>
Severe	<p><i>Temporary suspension of operations, relocation of international staff, and/or additional precautions for national staff</i></p>	<ul style="list-style-type: none"> <li>● Levels of violence present a direct threat to the safety and well-being of humanitarian aid workers.</li> <li>● Operations are usually not possible without military support and security cannot be reasonably assured.</li> <li>● There may be temporary suspension of operation, evacuation of international staff, and/or additional precautions for national staff.</li> </ul>

## 2. SECURITY MANAGEMENT PLAN

The security management plan ensures the safety and security of hosting organisation's staff and volunteers. The security management plan consists of the following: risk assessment, security rules, communication tree, security incident reporting plan, evacuation plan, repatriation plan and list of emergency contacts.

All different risks should be followed up with inception, description and mitigation procedures. It is good to present the security rules in a table format, where every type of risk is identified, inceptions added and mitigation procedures described.

The Security Management Plan must describe the hosting organisation communication tree, which applies also to the volunteers.

The communication tree identifies the people that the volunteer will need to contact in case of emergency.

The security management plan should be complemented with a Health and Safety policy.

### a. Risk assessment

The risk assessment process must be continuous and realistic. A risk assessment includes a review of the threats the volunteer may face in the operating environment, the indicators of these threats, the vulnerability and the level of risks.

A threat is a potential action or event that has the potential to cause harm, loss or damage to an NGO's staff and volunteers, assets or operations.

- Indicators are specific changes in the environment that can represent a threat,
- Vulnerability is the extent to which we are exposed to this threat,
- Risk is the likelihood it will happen to us. Risk is a combination of probability and impact (Risk = Threat x Vulnerability).

Threats identified in the risk assessment should be addressed in the Security Plan. Analysis will allow the hosting organisation to identify and then plan steps to reduce the risk and to put response measures in place.

There are different types of risks the hosting organisation should analyse when preparing the risk assessment and identifying risk levels:

### b. Health risks

Volunteers should normally undergo a medical examination before signing their contract. They should take advice on the recommended vaccination and other medical precautions for the areas that they will be going to, and follow them carefully.

Humanitarian staff is often exposed to serious medical hazards, some of them potentially fatal, which can usually be prevented by simple precautions. Basic health and hygiene precautions greatly reduce the chances of illness.

All staff should be briefed on these, and managers should check, as appropriate, that staff is taking the necessary precautions.

It is good practice for volunteers to carry in their purse or wallet a record of basic medical data and any special medical requirements they may have, including blood group, allergies (e.g. to antibiotics), any existing disorders, any medication currently being taken, vaccination record (note that some countries require certificates of vaccination as a condition of entry).

An unfamiliar environment, a new culture, ways of interaction and demanding tasks can be very stressful for the volunteers.

Therefore, the hosting organisation should train its staff to recognize symptoms of stress and to give psychological first aid when needed.

### c. Religious differences

The hosting organisation should always inform incoming volunteers about main religions in the country. Nowadays, religion can generate some paranoia. To avoid it, try to understand the key elements.

Armed conflicts and tensions between ethnic groups.

Ethnic groups have their own identity, despite they live in multi-ethnic countries. They can have their own language and traditions. Volunteers must keep in mind that voluntary workers try to be neutral. Understanding of both views is needed to avoid conflicts and provide good co-operation.

#### **d. Traffic and safety**

Traffic is the greatest danger for the lives of humanitarian workers. Traffic security should be taken as a very important topic while preparing the volunteer for his or her deployment.

The risk of accidents is generally underestimated. In fact, they bear a higher threat to volunteers' life than for instance diseases caused by infections. Around 20-30% of all cases of death happening during travel activity are caused by accidents, whereas infections only make up around 1-4%.

The risk of death through accidents is much higher in developing countries than in Europe or the US and traffic accidents make up the largest part. Volunteer should be provided with the relevant information on how to increase their safety as pedestrians and what is the local traffic culture like.

#### **e. Local food and food security**

Food is an important part of culture and everyday interaction. At the same time, food is one of the most common reasons for getting ill for humanitarian workers. Therefore, to ensure food security is a very important task for the receiving organisations.

The volunteer should be provided with: information about the food that she/he might be offered, about the basic hygiene requirements and safe drinking water.

During the welcome briefing, it would be also good to introduce the typical food/meal of the hosting country and to explain in detail about the components of these meals due to possible allergy and religious issues of volunteers.

#### **f. Crime and aggression**

In the security assessment, the street crime, dealing with anger and hostility as well as sexual and gender-based violence, should be addressed.

### **3. SECURITY BRIEFING & GUIDELINES**

#### **a. Security briefing**

The aim of a security briefing is to enable volunteers to understand the local situation sufficiently to live and work safely in it. A security briefing should be given to all volunteers before they travel to an insecure location.

On arrival, a further security briefing should be given, which goes into detail and gives fully up-to-date information on the situation.

Security briefing should cover the following topics: historical background, current security situation, local geography and maps, political situation, ethnic groups, culture, key local personalities, local laws, local police, driving rules, likely threats to humanitarian organisations,

medical facilities, evacuation routes, emergency phone numbers, other humanitarian organisation in the area, natural hazards, security management structure of the hosting organisation. This list is not exclusive, as topics might be expelled or added depending on the local situation.

#### **b. Communication with the volunteer**

Ensure that the volunteer has a local SIM-card and the cell phone is working. Add relevant numbers to the phone together with the volunteer. Whom to call in case of emergency?

When the volunteer goes on a field trip/out of town mission, how often should he or she report to the hosting organisation?

What is the procedure if there is no phone coverage?

Is there a need of safety questions and answers (In case of kidnapping threat)?

**Security debriefing at the end of the mission:** are there any issues with security that can be improved?

Discuss any security-related incidents that occurred.

### c. Evacuation Plan

Evacuation plan is needed for the situations where it becomes too dangerous for the volunteer to continue the humanitarian work. In such case, the work should be stopped either permanently (=evacuation) or temporarily (=suspension) or to be continued while keeping a low profile (hibernation) or the staff should be relocated in the borders of the country.

Evacuation means cross-border movement of staff. Volunteers should have a choice to leave the insecure location if they wish. In case of instructed to leave the insecure location, volunteers must obey the instructions right away.

The decision should be taken jointly by the sending and hosting organisations. An evacuation is not easy for the evacuees or for those staying behind. It is a very emotional event, giving rise to feelings of guilt, hurt, frustration and powerlessness.

#### i. Evacuation procedure

1. Inform sending organisation,
2. Inform volunteers,
3. Inform embassy if necessary,
4. Plan for evacuation,
5. Inform local authorities if necessary,
6. Carry out evacuation,
7. Inform sending organisation and other structures that were informed prior to evacuation when evacuation is complete,
8. Write post-evacuation report.

#### ii. Self-evacuation.

Individuals that are working remotely from a local office, or who find themselves isolated during a crisis should use their judgment concerning the safety in their area.

All staff members should be authorized to evacuate on their own authority, in accordance with established criteria and procedures, when they feel their safety is threatened.

Every effort should be made to communicate with their manager during the process, and once in a safe area, the individual must contact their manager or HQ immediately.

#### iii. Evacuation refusal

Staff or volunteers who are instructed to evacuate or relocate, and who refuse, may face disciplinary action including dismissal, depending on the policy of their employer.

They are likely to be considered as staying at their own risk, with their employer taking no further responsibility for their safety.



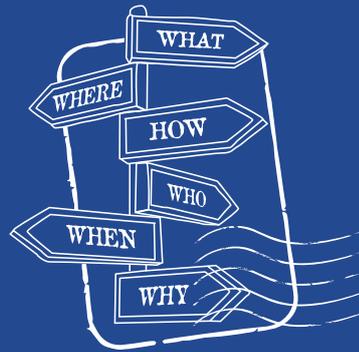
## CONCLUSION

**There must be security procedures in place to identify and minimize the risks the organisation and humanitarian aid volunteers could face.**

**The security system of hosting organisations consists of different components and tools, which are complementing to each other. It is important to have them, because they help to mitigate and avoid risks.**

**The well-functioning organisational security system will reduce damage in possible security situation, because there will be rules and responsibilities in place to follow and parties will be aware of them.**

**Therefore, it is important to put efforts while developing those instruments, update them frequently enough and communicate them to the staff members and to the hosted volunteers. By the end of the day, the safety and security are everyone's responsibility. The staff members and volunteers should be encouraged to indicate if they feel or see any gap in the security management system of the hosting organisation.**



## CHAPTER 2

# Needs Assessment

The international volunteering project is an experience that many people choose to live in order to contribute to the improvement of countries and populations which require humanitarian aid.

To obtain the results expected by humanitarian aid projects through the deployment of foreign volunteers, it is crucial that the involved organisations have a strict and in-depth exchange on the real needs of the population. The same applies to the organisations working directly in these countries, the so-called Hosting Organisations (HO).

The organisations sending volunteers (Sending Organisations, SO) are called upon to recruit, select, train and assist volunteers to properly respond to the needs expressed by HO.

Therefore, the first step for the realization of a useful and effective volunteering program is a precise needs assessment of the HO and of their humanitarian aid projects, with the purpose of sending volunteers who can contribute to project's development with suitable experiences and skills.

Objective: identify the real needs of an organisation, its vulnerability and the ability to host the volunteer with skills and attitudes necessary in the right working area.

The experience of the capacity building's project has showed that some activities can be carried out to draw up the first needs assessment of the Hosting Organisation.

# 1. ORGANISATION DESCRIPTION

To present your own organisation means to know its values, its working methods, the organisation chart, the specific professional competencies, but also its strengths and weaknesses.

## a. Design of the organization

Each Hosting Organization must know its main features through some images or by following the table below:

	CONTENT	BACKGROUND DOCUMENTS
EXAMPLE		
a. Values and history	Year and reason of the foundation, lay or religious inspiration, founding members	Statute, charter of values , mission
b. Staff and their abilities	Roles and technical responsibilities of cooperating people, employees, volunteers	Organisation chart with roles and skills
c. Methods and practices	Working style description: community, per project, per programs, institutional links	Submission documents
d. Projects and working areas	Detailed description of the different working areas and/or of the current projects	Website, projects fiches... Drawing
e. Activities	Main daily and regular activities	Schedule
f. Financial resources	Donor	

## b. SWOT Analysis

The Hosting Organisation must identify its existing strengths and weaknesses.

EXISTING POSITIVE VALUES	EXISTING NEGATIVE VALUES	AVAILABLE SKILLS	MISSING SKILLS
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Through this SWOT analysis, several aspects are going to be identified:

- which values and attitudes are necessary to operate in volunteering activities in this organisation,
- which type of professional skills could be more useful.

### c. Match the volunteer

Following this analysis, the next step is to outline the project and activities in which a volunteer could be involved in.

AREA/PROJECT	OPERATING RESOURCES	VALUES /ATTITUDES	SKILLS
Ex. Educational Areas	Ex. 2 educators	Ex. Willingness to listen	Ex. Animation, juggling

From the observation of the tables above, the areas where it's needed to include one or more volunteer will be defined, then specific activities will be detailed.

A volunteer will be asked to implement these activities in each project/working area referring to the activities that the active staff performs and to the ones that have to be performed.

AREA/PROJECT: LIST OF DAILY ACTIVITIES
<ul style="list-style-type: none"><li>• Ex. organize a playful activity</li><li>• Draw up a mission report</li><li>• Attend an assessment interview...</li></ul>

## 2. VOLUNTEER'S RECRUITMENT AND SELECTION

To choose the cleaner profile means to choose the volunteer's most appropriate profile for that organisation (values and attitudes) and for the activities (skills)

At this stage, it's very practical to use some models and fill them to obtain the description of a possible vacancy.

- Field of work, description of the activities' contest,
- Identify a volunteer's skill profile (junior/senior),
- Volunteer's tasks and activities,
- Skills required: linguistic, professional, technical, aptitude,
- Analysis of staff's expectations,
- Brief logistic information.

### a. Vacancy promotion

After the needs assessment and the profile's identification, it is helpful to find out which type of communication is the most suitable to find the right volunteers.

The vacancy promotion is made both by the Hosting Organization and the Sending Organization through com-

munication channels that can be shared with the purpose to increase the chances of recruitment.

Every organisation will focus on its dissemination scheme and on the drafting of an announcement.

- Activity to elaborate an announcement and an application form,
- Dissemination plan to encourage opportunities,
- Exchange of good practices on screening programs.

### b. Selection

During the Capacity Building, the exchange of good practices makes it possible to refine and improve procedures of each organisation.

The selection process is one of the most important and delicate phases and has to be shared in each of its transition between the Hosting Organization and the Sending Organization as stated in the *EU Aid Volunteers* program's regulation.

### CV Screening:

- Selection's criteria sharing and priority setting between the SO and the HO,
- Compare different CVs through some keywords/traits chosen before and determined on the basis of the profiles requested.

For example, if volunteers are sought for an environmental project, it will be decided to only consider CV with previous experiences in environmental education.

### Selection procedures:

- Preliminary interview through Skype,
- Focus group if there are at least 5 candidates for the same vacancy with group activity,
- Selection test: aptitude test, linguistic test,
- In-depth conversation shared with the HO preferably in person,

*Nota Bene: the observation of the non-verbal communication is a key element of the selection. It is difficult to evaluate it through telephone calls.*

- Selection decision based on a shared assessment scheme (scores).



## CONCLUSION

The need assessment and the selection of the right candidate are the first essential step to ensure that the hosting organisation will receive volunteers matching the needs of their projects.

For the volunteer, this guarantees the inclusion in a reality where his/her skills and attitude can be beneficial for the people he/she will be working for and for himself/herself too, increasing his/her skills even more.

Such needs assessment activities give the Hosting organization and the SO the chance to search both junior and senior candidates. It implies to describe properly the organisation's values and detail the research of the candidate on the basis of attitudes, availability, working and volunteering experience.

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## CHAPTER 3

# Logistics

The logistical aspects of a volunteer experience abroad are important:

- To guarantee a safe and comfortable work experience,
- To prevent unpredictable situations.

To achieve this, it is necessary to... Develop a welcome booklet for volunteers and provide useful information for successful integration into new social and work situations.

For a volunteer, just arrived in a foreign country, it is essential to have some basic information to adapt to a new way of life and to the cultural context.

Sharing information with volunteers before departure creates a greater awareness of their resources and helps the volunteer to settle quickly.

We can divide the information into two categories: living conditions and working conditions.

Among the living conditions we need to provide some information on communications, transport, food and diet, life support and money management, computer, Internet access and e-mail, geography and climate, professionalism, clothing, specific behaviour in the workplace and not least personal security.

The working conditions are specific to each organisation, so it is important to inform the volunteer about HO internal regulations, hours of work per day, holidays, staff meetings, specific rules, contact persons and requests for permits.

Being clear in advance with the volunteer is a good way to avoid misunderstandings and problems, especially those relating to logistical issues that are usually overlooked.

Remember these essential tools to prepare and guarantee good logistics.

# 1. LIVING CONDITIONS

The goal is to ensure good living conditions for volunteers with essential elements for a standard living condition.

## a. Accommodation

One of the first aspect to be verified is the existence of **adequate housing** (including equipped kitchen, locked room, bathroom), chosen according to the regulations of the EU Aid Volunteers program, and to provide a description and pictures of the accommodation that will welcome them during the complementary training.

## b. Welcome booklet

*The welcome booklet has to contain some essential information including:*

### ADMINISTRATION

- Visa: where and when to do it,
- Embassy and consulate references, migration offices,
- Money: exchange rate, money transfer costs, debit card, bank in the country.

### LOCAL CONTEXT

- A map of the country with flyers for landmarks, landscapes, activities,
- Local legislation on: alcohol, drugs, traffic rules and laws, permission to drive,
- Transportation: security, purchase ticket,
- Travel from the airport of arrival,
- Flights from one airport to another, flight number,
- Local trips to workplaces: taxi, staff meeting, new home address,
- Foods: specialties, spices, relationship allergies, vegetarian diet,
- Useful telephone information: local telephone number, call information,
- Climate information.

### SUGGESTIONS OF CONDUCT / CULTURAL CODE

- What not to show,
- Clothing for particular situations,
- Tips for baggage (less things possible),
- Do not pay attention to people asking for help,
- Behaviours to avoid against women / men / personalities.



## 2. WORKING CONDITIONS

To ensure good working conditions for volunteers, it is important to explain from the beginning that the volunteer will fit into a work environment where there are some rules, styles of work and relationship that can differ greatly from the country of origin.

Prepare a welcome **meeting** during which you will describe in details the working conditions and collect the main information in a welcome booklet

Review the essential elements of the **signed contract** with the volunteer

Deliver to the volunteer the work information collected in a **booklet** or on a USB key, including:

- Contract with the duration of the contract, including start and end dates,
- Subsistence and resettlement allowance,
- Working time and holidays,
- Information on applicable tax and social security rules,
- Visa and work permits,
- National holidays and day,
- Calendar of staff meetings,
- Specific rules and behaviour,
- Name and contact details of the Activity representative and the superiors,
- Organisational regulation,
- How to request permission,
- Organisation chart.



## CONCLUSION

The importance of the living and working conditions for a volunteer who has to stay for several months in a foreign country should not be underestimated.

The differences of origin and habits are to be considered as added value for the volunteer experience, but they must not compromise the volunteer's serenity and motivation.

A correct information on living and working conditions before leaving and choosing the project can prevent cultural misunderstandings, disappointed expectations and not adaptation to new contexts.

The HOs and the SOs are required to provide detailed information regarding logistical problems that the volunteers will have to face. A document showing the working and living conditions of the country and the host organisation must be delivered prior to departure so that the volunteer can prepare an appropriate pre-departure list.

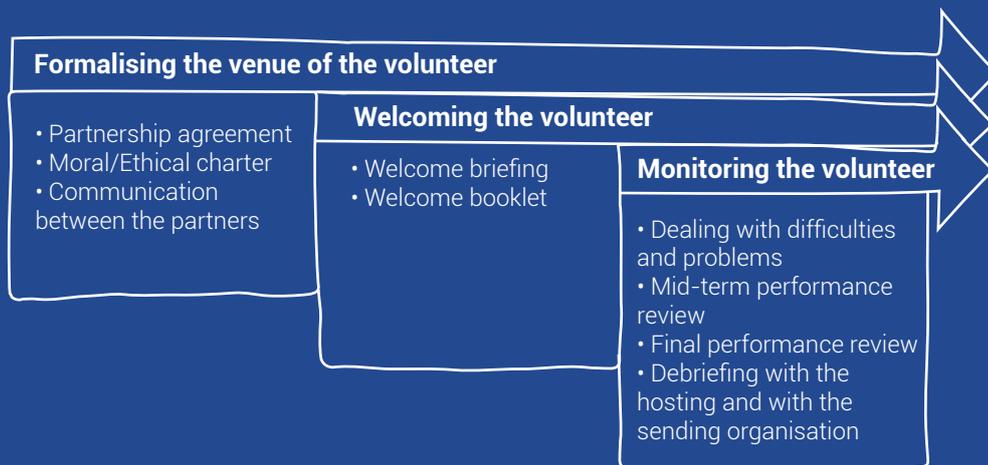
The welcome booklet can be used during the welcome meeting upon arrival at the time the project is presented.



## CHAPTER 4

# Volunteering management

This Volunteering management part presents methods, tools and skills to the potential hosting organisations active in humanitarian context to ensure the support of the volunteers before, during and after the project.



# 1. FORMALISING THE VENUE OF THE VOLUNTEER

## a. Official engagement between the sending organisation, the hosting organisation and the volunteer

The **PARTNERSHIP AGREEMENT** is a document formalizing the volunteering project. It must be signed between the sending organisation, the hosting organisation and the volunteer before the beginning of the project. All involved stakeholders must read this official document carefully before signing it.

***In addition to the description of the volunteering project (dates, activities, objectives & expected results...), the document has to contain the following parts:***

- Profile of the partners (official data for each part...),
- Shared values of the partnership (transparency, non-discrimination...),
- Role and responsibilities of each partners involved in the project (mentoring, support, involvement in the project...)
  - Sending organisation (to support before and during the project...),
  - Hosting organisation (to mentor all along the project...),
  - Volunteer (to carry out the activities as expected...).
- Financial issues (dates & types of payment...),
- Conditions for volunteers (working and living conditions for the volunteer),
- Partnership conditions (communication, monitoring, process in case of non-respect...),
- Bank details,
- Specific conditions (legal process, additional useful details),
- Signatures.

## b. Moral/Ethical charter

It is the picture of the organisation's culture. The document defines the code of conduct for each worker within the hosting organisation. It can be sent before the arrival of the volunteer to give him/her all the information about the values, the principles and the engagement required by the hosting organisation. All hosted volunteers at the beginning of their project must read and sign such document.

***This document may contain important articles such as:***

- General principles (impartiality, non-discrimination, equal treatment and opportunity...),

- Work related principles (working behaviour, things forbidden, working conditions to respect...),
- Safety-related principles (security guidelines and processes to respect, self-safety and team safety to be ensured, not any abuse of vulnerable people...),
- Expression and behaviour (respect of the local community and hosting organisation values, no corruption...),
- Data protection (confidentiality of data of the organisation, the volunteers...),
- Volunteer projects related principles (engagement, respect of volunteer conditions...),
- Communication principles (respect of the hosting and sending organisations values and pictures within and out of the working hours),
- Undertakings for the hosting organisation, the volunteer, other team member...,
- Signatures.

## c. Communication between the sending organisation, the hosting organisation and the volunteer

It is crucial to insure a good communication between both organisations and the volunteer to prepare his/her arrival before the project (through skype meetings...) and to ensure a good monitoring all along the project.

***Rules for raising the quality of mobility projects:***

- Both sending and hosting organisations, have to appoint a contact person that will be responsible for monitoring the participant,
- In order to avoid any misunderstanding and conflicts, the participants will need available information regarding logistics and project (including available report, pictures, films, including others observations) before departure to the receiving country (at least one month before),
- The contact person in the sending organisation has to be available all the time for any problems that might interfere,

- The receiving organisation will need to provide guidance to the participant before his/her departure from the home country about the receiving place and the project,
- Sending and receiving organisations will need to discuss any special needs of the participant,
- Before submitting the volunteering agreement for the project, all parties involved have to know exactly what their duties and responsibilities are.

## 2. ENSURING THE WELCOMING OF THE VOLUNTEERS

The hosting organisation should facilitate the integration of the participant within the new environment (country, staff, work, local community, etc.) and regularly ensure that he/she feels safe and secure in both his/her living and working environment.

The integration of the participant should be done through a special welcome briefing (on-arrival training) that will be a good preparation of the stay in the receiving country with two main objectives:

- to present "How to behave in the host organisation and host country": receiving country's habits and traditions, health and security, legislation of the country, financial account, necessary information about emergency contacts and addresses, general rules of the receiving organisation,
- to know "How to success in the volunteering project": process and quality of the project (training, tasks, everyday life, etc.), rights and duties, follow up and evaluation.

This will help the participant get a better orientation in everyday life tasks and facilitate any upcoming problems.

The welcome briefing should take place promptly after the arrival of the participant at the receiving place, and should take around two or three days to give the volunteer enough time to become familiar with the new culture.

### 2 important tools

#### to ensure the good integration of the volunteers:

##### 1. WELCOME BRIEFING

*must be done at the arrival of the volunteers in the field to introduce the team, the project, the partners... and to present the working and living conditions. The induction can be done over at least 3 days to present deeply the local environment and the project.*

##### 1st day

- Presentation of the organisation,
- Meeting with the project team and the staff,
- Presentation of the host country; cultural differences and cultural shock; Intercultural learning,
- Health and safety; evacuation plan and risk assessment.

##### 2nd day

- Visit the project placement, working environment,
- Presentation of the volunteering initiative (clarify questions related to their project),
- Role and tasks of the participant in the organisation expectation on outputs and results),
- Social recognition of volunteering and program,
- Rights and duties of the participant, local legal framework.

##### 3rd day

- Learning and development plan, motivations and expectations,
- Competences to develop (own personal goals for their period of volunteering,
- Hopes and fears of the participant, in relation with his/her both personal and work situation,
- Cultural shock and problems,
- Follow-up of the volunteer,
- Evaluation of the volunteering.

## 2. WELCOME BOOKLET

*must be given to the volunteers at their arrival to make sure that they have all important information for their well-being all along their project.*

### Presentation of organisation

- Who are we?
- Our goals,
- Project fields,
- Contacts of organisation.

### About the country and local community

- Geography, Local community, Dressing,
- Health, Local transport and road Safety,
- Culture, Currency, Useful sentences, Useful tips what "to do" "do not do".
  
- Practical issues,
- On-arrival trainings, Accommodation, Food, Local Transport, Working hours and holidays, Visa, Insurance.

### Rights and responsibilities of sending organisation, hosting organisation and volunteer during the project

- Sending organisation,
- Receiving organisation,
- Volunteer.

### Support, mentoring and tutoring

- Line manager,
- Tutor,
- Regular meeting,
- Mid-term meeting,
- Final evaluation.

### The cultural shock

### Emergency contacts

## 3. ENSURING THE GOOD MONITORING OF THE VOLUNTEERS

### a. Regular monitoring

The hosting organisation has to define a mentor and a line manager to monitor the volunteer all along his/her project.

The line manager is in charge of supervising the volunteering project, to ensure the efficiency of the activities and the results reached by the volunteer. He/she is also in charge of monitoring the development of the skills and knowledge of the volunteer during the project. The line manager must also follow the global well-being and conditions of the volunteer.

The line manager has to make at least one meeting with the volunteer at the beginning for integration, at the mid-term and at the end of the project. He/she can also carry out more interviews with the volunteer all along the project if needed (monthly meeting...).

The mentor is in charge of supporting the volunteer in his/her everyday life and in his/her project activities. The mentor must be available at any time all along the project in case of any difficulty faced by the volunteer. This person will guide the volunteer in his / her activities and make sure that the volunteer is in perfect condition to ensure his / her work. The mentor is the first contact of the volunteer during his/her project in case of any question related to the project.

In addition to the daily support, the mentor can do specific weekly or monthly meetings with the volunteer to review all the volunteering project aspects (living and working conditions, activities carried out, integration, relationship, difficulties...).

### b. Dealing with difficulties and problems

*Here are some tips that may be helpful in creating strategies within organisations in case of possible problems:*

- Set up and write with the volunteer his/her learning achievement's goals just after arriving, to remind them to him/her during the volunteering if he/she feels in trouble, disap-

pointed, or demotivated,

- Organise weekly meetings to discuss the physical and psychological condition of the volunteer, i.e. problems as a result of life in the other country, personal and social crisis between participants and local people,
- Anticipate potential difficulties, they could know and exchanging with other participants or with volunteer who have already made a volunteering and come to testify of their experiences, about difficulties or problems they met and how they solved them,
- Bring them very concretely all the logistic and practical information about the journey;
- Provide the data to the participant's insurer, including participant's insurance number, so that in emergency cases they can quickly inform the insurer about such a situation.

If the difficulty faced is too important, a common decision between the hosting organisation, the sending organisation and the volunteer can result to the end of the project.

If one of the contractual part does not respect the duties of the partnership agreement, the end of the project can be decided prematurely.

### **c. The mid-term meeting**

***This meeting which can be held by the line manager and the mentor with the volunteer, has several objectives:***

- To discuss about which activities have been done and the objectives for the following weeks / months,
- To check learning progresses and achievements of the participant (learning plan),
- To help the participant have a self-reflection about his/her achievements, his/her personal goals his/her integration into the local community and on his/her personal development,
- To help the participant in case of any kind of problems appeared during the project,
- To prepare the participant to start thinking about his / her return home, to plan his/her future projects,
- To help the volunteer promote the EU Aid Volunteers Initiative .

### **d. The Final performance review**

***At the end of the mobility project, the participant will have an evaluation meeting with his/her mentor and the line manager.***

***This meeting has the following objectives:***

- To discuss about the activities, outputs and results,
- To have a feedback about their global integration into the local community and everyday conditions,
- To check learning progress and achievements of the participant (learning plan),
- To help the participant to have a self-reflection about his/her achievements,
- To prepare the participant to return home, to plan his/her future projects,
- To plan new needs assessment,
- To help promote the EU Aid Volunteers initiative thought different ways.

It is important to compare expectations and objectives before departure with the achievements of the volunteer during the mobility project.

The idea of making an evaluation of competences and skills before the departure will also allow to identify gaps in skills and create a plan for enhancing the weak areas during mobility.

### **e. After the project: Debriefing within the hosting and with the sending organisation**

It is important for the hosting organisation to do an intern debriefing with all the stakeholders of the volunteering project. Here are some main points to speak about during such debriefing:

- Evaluation of the volunteering project (integration in the team / local community, monitoring activities realized: efficiency, tools developed and shared with the hosting organisation, impacts and results, difficulties...),
- Work with the sending organisation (communication, difficulties, good practices),
- Perspectives and needs assessment for a potential future volunteer.

Once the debriefing within the hosting organisation has been done, a final report can be sent to the sending organisation to share the important information regarding the volunteering project.

The report can be shared by the sending organisation with the funder (such as the European Commission) to explain clearly the volunteering project.

Moreover, exchanges (by phone, skype or email) can be done between the hosting organisation and the sending organisation to explain deeply the volunteering project that has been realized and to exchange about potential next collaboration regarding the evolution of the local situation, needs.

Sometimes it can be necessary to exchange directly with the sending organisation to go deeper than the description that has been included into the report.

A total transparency between the hosting and the sending organisation is necessary to avoid any misunderstanding and to ensure the quality of the evaluation of such volunteering projects.

It is also really useful in case of the continuation of the collaboration.



## CONCLUSION

To get long term impact and results, it is essential to ensure a good volunteering project management.

This Volunteering management starts even before the arrival of the volunteer with the preparation and thanks to several tools such as the partnership agreement (which contain articles related to the roles, duties, conditions...) signed by the hosting organisation, the sending organisation and the volunteers, the charter of values including the principles of the hosting organisation...

At the beginning of the project, a welcome briefing has to be done with all the hosted volunteers to facilitate their integration in the local environment and within their project. A welcome booklet containing all useful information related to the local environment, the logistics, the stakeholders, etc., has to be given to the volunteers.

All along the project, the monitoring of the volunteer has to be ensured by the mentor (for the everyday life and activities) and a line manager who will globally supervise the project (performance, activities...) through first, mid-term and final interviews.

At the end of the project, the hosting organisation must do an intern debriefing to globally evaluate the volunteering project and connect it to the next activities. Finally, a report must be shared with the sending organisation.



# Global conclusion

To realise a high-quality project, it is necessary to be aware of all the different steps to accomplish before the arrival of the volunteer until the achievement of the project.

The organisation has to base its work in accordance with the 4 pillars described in this booklet and using the tools created during all the PHASE project.

First, the hosting organisation has to ensure the security and the safety of its volunteers before their arrivals, by writing a Safety and Security Policy (and updating it if needed) and by assessing all the potential risks that the volunteers can face.

Then, before even selecting a volunteer, the hosting organisation has to identify its needs and the ones of the population to propose a project to respond to the issues. The organisation also has to guarantee good working and living conditions of the volunteers, by creating a work plan with them, hosting them in a good accommodation...

Finally, the hosting organisation has to realise a good volunteering management during the selection process, the mission and after the selection, to ensure the support of the volunteers.

To accomplish this high quality project, the organisation must follow the standards and procedures such as the different tools that it has created all along the Capacity Building project PHASE: welcome booklet, partnership agreement, security and safety policy, risk assessment...



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