VIVE DIASPO+

VOLUNTEERING MANAGEMENT

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FOREWORD

**The project Vive la durabilité des actions de jeunesse - Vive[1] - ** aims to address the needs of Moroccan youth structures operating in the Oriental region (provinces of Jerada and Nador) and in the provinces of Chichaoua and Taroudant.

These fragile areas are characterised by a low labour supply, high unemployment, a lack of digital and entrepreneurial skills, as well as environmental problems due to climate change and human intervention.

The overall objective of this project is to provide partner youth organisations with knowledge, methods and tools to strengthen their capacity to respond directly and effectively to the needs of their beneficiaries, in particular young people and women. It is therefore a capacity building pathway actively involving six partner organisations.

This project is coordinated by the *Association pour le Développement des Initiatives Citoyennes et Européennes - ADICE* (France), co-financed by the *European Union within the framework of the Erasmus+ Youth* programme and carried out in partnership with *Associazione Solidarietà Paesi Emergenti - ASPEm* (Italy), *Association Isaaf Jerada Solidarité*

et *Développement* (Morocco), *Association Amuddu Chantiers Sans Frontières* (Morocco), *Association Thissaghnasse pour la Culture et Développement - ASTICUDE* (Morocco), *TILDAT pour le Développement et la Coopération* (Morocco)

The Diaspo+ meso-project aims to equip 15 structures with knowledge, methods and tools to ensure the effective reception of international volunteers in order to increase the impact of their actions on their territory.

It is expected that the project will also contribute to the improvement of the services offered by the beneficiary structures in order to reach more people, especially young people, including those with fewer opportunities, from disadvantaged areas.
This project is coordinated by the Association pour le Développement des Initiatives Citoyennes et Européennes - ADICE (France) and the Association Isaaf Jerada Solidarité et Développement (Morocco).

In the framework of these two projects, the associations participated in a training course on **volunteering management.** This brochure is aimed at organisations and structures working in the field of solidarity that intend to hosting international volunteers.

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https://adice.asso.fr/

ASPEm onlus
ASSOCIAZIONE SOLIDARIETÀ
PAESI EMERGENTI

https://aspem.org/?lang=en

Isaaf Jerada
Solidarité et Développement

https://www.facebook.com/ isaaf.jerada/?locale=fr_FR

AMUDDU

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جمعية تلدات
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**Co-funded by
the European Union**

INTRODUCTION

Within the framework of the Vive capacity building project and the Diaspo+ meso-project, this brochure has been designed with the aim of organising volunteer projects that can guarantee a significant and sustainable impact on local communities in Morocco.

In order to achieve this objective, it is important to take into account various aspects all along the mission, such as the wellbeing and safety of the volunteers, the identification of the real needs of the population, the guarantee of good working and living conditions...

Hosting and sending organisations have to follow some steps before the arrival of the volunteers.
Tools should be put in place to:
• Reduce as much as possible all the risks that the volunteers can face.
• Know the needs of the beneficiaries before writing a vacancy description.
• Ensure good living and working conditions for the volunteer during his/her assignment.
• Establish a good monitoring of the volunteers all along the project.

This brochure can be used by any hosting organisation based in Morocco and operating in a solidarity context. It provides explanations, detailed information and recommendations on these four essential aspects (security, needs assessment, logistics, volunteer management) in order to offer quality support to members of associations and NGOs.

To reach this objective, it is important to follow these 4 pillars:

Ensuring safety	Managing volunteers effectively	Assessing needs	Provide good living and working conditions for volunteers (logistics)
1	**2**	**3**	**4**

1 SAFETY AND SECURITY

This chapter aims at providing information and recommendations on safety procedures for hosting organisations receiving international volunteers.

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

It is impossible to eliminate all risks, but it is important to analyse them and put in place effective procedures to deal with potential security problems.

In order to minimise risks and ensure the safety of volunteers, hosting organisations should establish a safety system based on the implementation of effective tools: risk assessment, safety management plan (based on the level of risk), health and safety guidelines and evacuation plan.

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

1.1 HEALTH AND SAFETY POLICY

Health and safety policy defines the organisation's approach to security and sets out the general rules for security management. It describes roles and responsibilities of everyone involved in safety within the hosting organisation. It should clearly indicate what is expected from volunteers, staff members and board members of the hosting organisation concerning safety and security.

The health and safety policy should also outline the risk reduction measures that have been put in place. In order to make appropriate safety decisions, the hosting organisation should establish the levels of risk.

Levels of risk

PROBABILITY	RISK LEVELS				
	1	**2**	**3**	**4**	**5**
1	Low 1	Low 2	Low 3	Medium 4	Medium 5
2	Low 2	Medium 4	Medium 6	High 8	High 10
3	Low 3	Medium 6	High 9	High 12	Critical 15
4	Medium 4	High 8	High 12	High 16	Critical 20
5	Medium 5	High 10	Critical 20	Critical 20	Critical 25

Source: https://gitmind.com/fr/matrice-des-risques.html

To support accurate risk assessment as well as facilitate meaningful risk discussions, it is recommended to address different types of risk by using a risk matrix. There are many risk matrix templates available on the internet, but it is important that the hosting organisation draws up its own risk matrix according to the local context.

A risk matrix allows the criticality levels of risks to be determined by relating their degree of probability to their degree of impact or severity. This mechanism increases the visibility of risks and facilitates the management of the

risk assessment, future decision making and the presentation of the risks to the volunteer and the members of the association.

A simple matrix can cover all kind 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 develop the mitigation measures in their security management plan.

Risk categories

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

LOW: Normal security precautions

- Countries, regions, or cities that are essentially stable and free of political, economic and social unrest.
- Crime is generally low and organized anti-government or terrorist groups, if present, exhibit limited operational capabilities.
- Threats of natural disasters and disease still exist.

MODERATE: Enhanced protective measures

- Countries or regions where low-level political, economic, and social unrest is present and/or where safety and security infrastructure is poorly developed.
- Organized anti-government or terrorist groups may be active but not strong enough to threaten government stability.
- The country may be involved in a regional dispute, exhibit high crime rates, or prone to natural disasters or disease epidemic.

HIGH: High protection measures

- 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.
- A civil war may be in progress and a paramilitary or guerrilla forces may be in control of a significant area.
- 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.
- There may be prejudicial treatment of foreigners or specific threats to NGOs and/or CARE.
- Civil unrest and crime are present but these may also reflect increased threats from disease epidemics

CRITICAL: Temporary suspension of operations, relocation of international staff and/or enhanced protective measures for national staff

- Levels of violence present a direct threat to the safety and well-being of humanitarian aid workers.
- Operations are usually not possible without military support and security cannot be reasonably assured.
- There may be temporary suspension of operation, evacuation of international staff, and/or additional precautions for national staff.
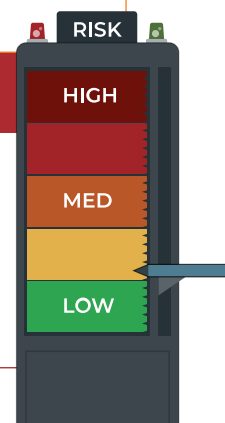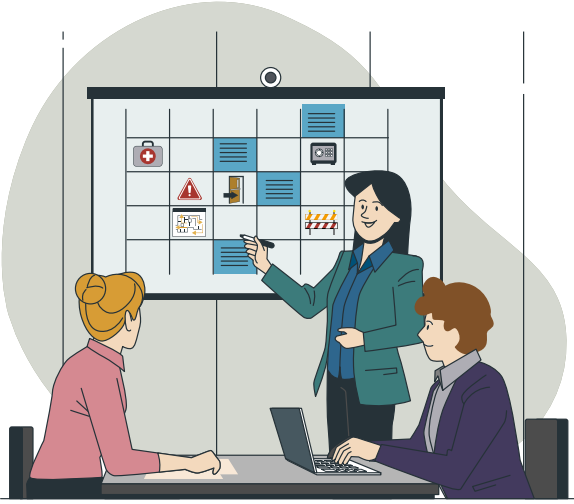
1.2 SECURITY MANAGEMENT PLAN

The security management plan ensures the safety and security of hosting organisation's staff and volunteers. It should include the following elements: risk assessment, security rules, communication network, security incident reporting plan, evacuation and repatriation plan, and emergency contact lists.

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 containing a description of all identified risk types and mitigation procedures.

The **Security Management Plan** should describe the communication network of the hosting organisation, which also applies to the volunteer. This network consists of the people that the volunteer should contact in case of an emergency.

The safety management plan should be complemented by a Health and Safety policy.

Risk assessment

The risk assessment process should 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 may cause harm to the members of an association and the volunteer, result in damage or loss of property and hinder activities.

- **Indicators** are specific changes in the environment that may represent a threat.
- **Vulnerability** indicates the extent to which actors are exposed to this threat.
- **Risk** is the probability of occurrence within a specific organisation. Risk is the combination of probability and impact (Risk = Threat x Vulnerability).

Threats identified in the risk assessment should be reflected in the Security Plan. Analysis will allow the hosting organisation to draw up a plan to reduce the identified risks and to provide contingency measures. Different types of risks should be analysed by the hosting organisation when assessing and identifying risk levels.

Health risks

Volunteers should normally undergo a medical examination before signing their contract. They must learn about the recommended vaccination and precautions to be taken in the areas they will be going to, and follow them rigorously.

The application of basic health and hygiene rules considerably reduces the risk of illness.

All volunteers should be informed about these basic rules and management should monitor if these basic precautions are being followed.

Volunteers are advised to carry a medical card in their bag or wallet with basic information and special medical requirements, such as blood type, allergies (e.g. to antibiotics), existing health problems, current medication, vaccination history (note that

some countries require a vaccination certificate as a condition of entry).

Volunteers may be stressed when faced with an unfamiliar environment and culture, new ways of interaction and demanding tasks.

Therefore, the hosting organisation should train its staff to recognise the symptoms of stress and provide psychological support if necessary.

Religious differences

The hosting organisation should always inform new volunteers about main religions in the country.

To avoid potential difficulties or misunderstandings, it is important 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 may have their own language and traditions. Volunteers should try to remain neutral at all times.

Understanding different points of view is essential to avoid conflicts and to provide a good cooperation.

Traffic and safety
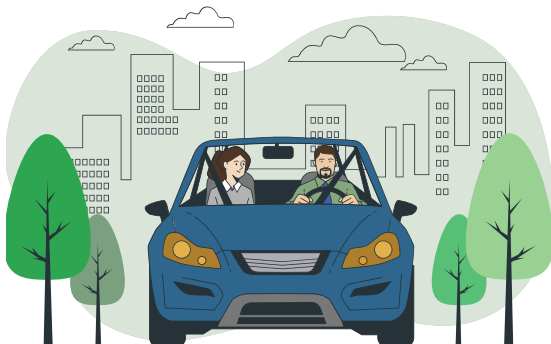
Traffic safety is a very important issue that should be discussed with volunteers before departure.

The risks of accidents are generally underestimated. In fact, they represent a greater threat than the risk of infectious diseases, for example.

Around 20-30% of all cases of death happening during mobility projects are caused by accidents, while infections account for around 1-4%.

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

Local food and food security

Food is an important cultural element in daily interactions. At the same time, food is one of the most common causes of illness among international volunteers. Food safety should therefore be taken into account by the hosting organisation.

Volunteers should be given information about the food that may be offered, basic hygiene requirements and safe drinking water.

During the arrival training, 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.

Crime and aggression

In the security assessment, issues such as urban crime, anger management, hostility, sexual and gender-based violence should be addressed.

1.3 SECURITY GUIDELINES

Safety instructions

The **security instructions** provided to the volunteer should enable them to understand the local situation sufficiently to be able to live and work there safely.
Once they arrive, they are given additional and more detailed security recommendations and updated information on the situation in the country and territory.
The security briefing should cover the following topics: historical background, current security situation, local geography and maps, political situation, ethnic groups, culture, prominent local personalities, local laws and police, traffic rules, potential threats to aid organisations and associations, medical centres, evacuation routes, emergency telephone numbers, other local associations, natural hazards, security management structure of the hosting organisation.
This list is not exhaustive, as topics may vary according to different local contexts.

Communication with the volunteer

It is important to ensure good communication with the volunteer throughout the assignment.
Ensure that volunteers have a local SIM-card and that the mobile phone is working.
Add relevant numbers to the phone together with volunteers.

- *Whom to call in case of emergency?*
- *When volunteers are going to the field or to a non-urban area,*
- *how often should they contact the hosting organisation?*
- *What procedure should be followed if there is no network?*
- *Is it necessary to develop a question and-answer document on security?*

> **CONCLUSIONS**

Security measures should be established to identify and minimise the risks to which the hosting organisation and volunteers are likely to be exposed.
The hosting organisation's security system consists of different elements and tools that complement each other.
They are essential in limiting and preventing risks.
n effective security system helps to reduce harm in the event of a crisis situation by providing clear rules and defining responsibilities for all parties.
It is therefore important to develop these instruments carefully, to update them regularly and to communicate them to staff members and hosted volunteers.
Ultimately, safety is everyone's responsibility.
Members of the association and the volunteer should be invited to report any gaps or weaknesses in the hosting organisation's security management plan.

2
NEEDS ASSESSMENT

The international volunteering project is an experience chosen by many people who wish to contribute to the strengthening and well-being of populations in need of social, medical, educational or professional support.

In solidarity or capacity building projects involving the deployment of foreign volunteers, it is essential that the organisations involved have rigorous and detailed information on the real needs of the population in order to achieve the desired results. This also applies to organisations that operate directly in these countries, the so-called Hosting Organisations (HOs).
Sending organisations (Sending Organisations, SOs) are responsible for recruiting, selecting, training and supporting volunteers in order to effectively meet the needs expressed by the HOs.
The first step in making a volunteer programme useful and effective is to carry out a precise needs assessment of the hosting organisation and their beneficiaries, in order to send volunteers who can contribute their experience and skills to the success of the project.

Objective: to identify the real needs of an organisation, its vulnerability and its capacity to host volunteers whose profile corresponds to the needs of the area concerned.
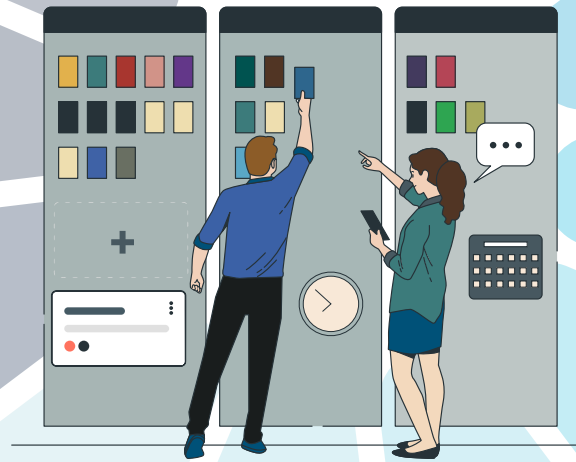
2.1 DESCRIPTION OF THE ORGANISATION

The presentation of your organisation consists of specifying its values, its working methods, its organisation chart, its specific professional skills, but also its strengths and weaknesses.

Structure of the organisation

Each hosting organisation should present its main characteristics through images and the following table.

Volunteer selection

Depending on the area of activity or project, the hosting organisation may need one or more volunteers, who will have values and skills adapted to the daily activities to be carried out. The role of the volunteer will not be to replace the work of an employee.
They will support the organisation in its activities, particularly in the field, and potentially in administrative tasks.

CONTENTS		REFERENCE DOCUMENTS
	Examples	
a. Values and history	Year of creation, reason, secular or religious association, founding members	Statutes, charter of values, mission
b. Staff and skills	Technical duties and responsibilities of participating employees, members and volunteers	Organisation chart with roles and skills
c. Methods and practices	Working style description: functioning, support for beneficiaries, workplaces, institutional links	Submission documents
d. Projects and activity areas	Detailed description of the different activity areas and/or ongoing projects	Website, project sheets...
e. Activities	Main daily and regular activities	Schedule
f. Financial resources	Donors, funders	

EXAMPLES OF DAILY ACTIVITIES

- Organising the association's annual event (e.g. drawing festival).
- Raising awareness of water and environmental issues among the local population.
- Providing French language support to high school girls.
- Supporting school support activities for children who are victims of violence.
- Produce articles and communication tools.
- Support the association in writing narrative and financial reports.

FIELD OF ACTIVITY/ PROJECT	HUMAN RESOURCES REQUIRED	VALUES/ ATTITUDES	SKILLS
e.g. educational field	e.g. 2 educators	e.g. listening skills	e.g. animation, juggling

## 2.2 RECRUITING VOLUNTEERS

It is essential to select the volunteer who has the most appropriate profile for a specific organisation (values and attitudes) and the activities carried out there (skills).

At this stage, it is advisable to use and fill in templates to make an accurate description of a vacancy:
- Area of activity, description of the context.
- Identify the profile of the volunteer.

- Role and activities of the volunteer.
- Skills required: linguistic, professional, technical, aptitude.
- Expectations of the hosting organisation.
- Information on logistics
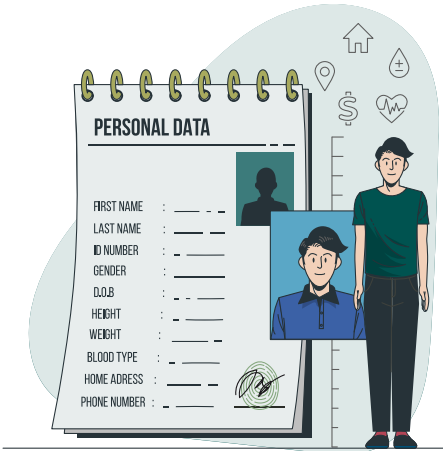
Promotion of vacancies

Once the needs have been assessed and the profile identified, it is useful to define what type of communication will be most appropriate in order to select the right volunteer.

For the promotion of the missions, the hosting and sending organisations use communication channels that can be shared in order to facilitate the search for candidates.

Each organisation establishes its own dissemination plan and develops the publications, as follows:

1. Activities related to the preparation of publications and application forms.
2. Dissemination plan to encourage opportunities.
3. Exchange of good practice on candidate screening programmes.

Selection

The selection procedure is one of the most important and delicate phases. It must be carried out jointly by the hosting and sending organisations.

CV selection:
- Sharing of selection criteria and prioritisation between the SO and the HO.
- Comparison of the different CVs by a number of keywords/characteristics previously defined

For example, if volunteers are being recruited for an environmental project, it will be decided to consider only candidates with previous experience in environmental education.

Selection procedures:
- Interview between the applicant, the hosting organisation and the sending organisation.
- Note: Observation of non-verbal communication is a key element of the selection process.
- Decision

> CONCLUSIONS

Needs assessment and volunteer selection are essential preliminary steps to ensure that volunteers are matched to project needs.

This ensures that the volunteer will be working in a context where their skills and abilities will benefit the population they are working with and themselves, as well as improving their skills.

These needs assessment activities enable the hosting and sending organisation to recruit suitable candidates.

It is important to clearly describe the values of the organisation and to develop the search for the candidate on the basis of the candidate's behaviour, motivation, availability and needs.

3
LOGISTICS

Logistics play an important role in volunteers experience abroad:
• **to ensure a safe and comfortable volunteering experience.**
• **to deal with unforeseen situations.**

To achieve this goal, it is necessary to develop a welcome booklet for the volunteer and provide useful information to facilitate their integration into their new social and professional context.

For a volunteer newly arrived in a foreign country, it is essential to have basic information to adapt to the new lifestyle and cultural context.

By receiving information before departure, the volunteer is more aware of their resources and adapts more quickly.

The information is divided into two categories: living conditions and working conditions. In terms of living conditions, information is provided on communication, transport, food and nutrition, financial resources and money management, computer, internet access and email, geography and climate, professionalism, clothing, work-related behaviour and personal safety.

Working conditions are specific to each organisation. It is therefore important to inform the volunteer about the internal rules of the HO, daily working hours, staff meetings, special rules, contact persons and permission requests.

It is important to make the situation clear to the volunteer before departure in order to avoid misunderstandings and in particular logistical problems, which are often overlooked.

These tools are essential for preparing and managing logistics.

3.1 LIVING CONDITIONS

The aim is to provide good living conditions for volunteers.

Accomodation

One of the first tasks is to find **suitable accommodation** (equipped kitchen, locked room, bathroom) that meets safety and hygiene standards. It is useful to provide a description and pictures of the place where the volunteer will live, as well as the place where the main daily activities take place.

Working conditions

In order for volunteers to feel comfortable in the new working environment, it is important to explain from the beginning that the rules, working style and communication may be very different from those in the home country.

• Prepare a welcome **meeting** during which the hosting organisation should describe in detail the working conditions and summarise the main information in a welcome booklet.
• Review the essential elements of the **signed contract** with volunteers.

- Provide volunteers with information about the assignment in the **booklet** or on a USB key, including:

•	Contract, duration of the contract, including start and end dates
•	Allowances
•	Working days and hours
•	Public holidays and holidays
•	Calendar and staff meetings
•	Specific rules and behaviour
•	Names and contact information of representatives and managers
•	Rules of the organisation
•	Application procedures
•	Organisational chart

CONCLUSIONS

Living and working conditions are important for volunteers who have to spend several months in a foreign country and should not be underestimated.

Differences in background and changes in habits are seen as added value to volunteers' experience, but they should not compromise the volunteer's serenity and motivation.

Providing information on living and working conditions before departure and before a project is chosen helps to avoid cultural misunderstandings, disappointments and the inability to adapt to new contexts.

Sending and hosting organisations should provide detailed information on the logistical problems the volunteers will encounter. A document describing the living and working conditions in the country and in the hosting organisation should be provided before departure so that volunteers can prepare an appropriate pre-departure list.

The welcome booklet can be used during the welcome meeting and the presentation of the project.

Welcome booklet

The welcome booklet should contain basic information such as:

ADMINISTRATION
- Visa: where and when to get it
- References of embassies, migration offices
- Money: exchange rates, money transfer costs, credit cards, local bank branches

LOCAL CONTEXT
- Map of the country and known sites, landscapes, activities
- Local legislation on: alcohol, drugs, road traffic, driving licences
- Local transport: security, purchase of tickets
- Journey from the arrival airport
- Flights from one airport to another
- Local trips to the workplace: taxi, bus, bicycle...
- Food: specialities, spices, allergies, vegetarian/vegan diet
- Useful telephone numbers: local access codes, call information
- Climate information
- Dress code
- Do's and don'ts

BEHAVIOURAL RECOMMENDATIONS / CULTURAL CODE
- What not to do/show
- Clothing to be worn in specific situations
- Behaviours to avoid towards women / men / communities

PRESENTATION OF THE ORGANISATION
- Who are we?
- Our objectives
- Areas of activity

4
VOLUNTEER MANAGEMENT

This chapter on volunteering management outlines the methods, tools and skills that potential hosting organisations need to have in order to provide support to volunteers before, during and after the project.

FORMALISING THE ARRIVAL OF THE VOLUNTEER

- Partnership agreement
- Code of conduct
- Communication between partners
- Welcome booklet

VOLUNTEER WELCOME

- Arrival training
- Introduction to the mentor and coordinator in the hosting organisation

VOLUNTEER MANAGEMENT

- Conflict management
- Monthly follow-up with the mentor
- Mid-term evaluation
- Final evaluation of the volunteering project
- Debriefing between the hosting organisation and the sending organisation

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4.1 FORMALISING THE ARRIVAL OF THE VOLUNTEER

Tripartite contract between the sending organisation, the hosting organisation and the volunteer

The **partnership contract** is a document that formalises the volunteering project. It should be signed by the sending organisation, the hosting organisation and the volunteer before the project starts. All parties involved should read this official document carefully before signing it. In addition to the description of the volunteering project (dates, activities, objectives and expected results…), this document should contain the following elements:
- Profile of the partners (official data of each party…).
- Shared values of the partnership (transparency, non-discrimination…).

- Roles and responsibilities of all partners involved in the project (mentoring, support, involvement in the project…).
  - Sending organisation (support before and during the project…).
  - Hosting organisation (mentoring during the project…).
  - Volunteer (carrying out planned activities…).
- Financial issues (dates and methods of payment…).
- Conditions of reception of the volunteer (working and living conditions).
- Conditions of the partnership (communication, follow-up, procedure in case of default…).
- Bank information.
- Specific situations (legal procedures, other useful information).
- Signatures.

Code of conduct

This is the image of the organisation. This document defines the code of conduct for each member of the hosting organisation. It can be sent to the volunteer prior to arrival to inform them of the values, principles and commitment required. All volunteers should read and sign this document at the beginning of the project.

This document should contain basic provisions such as:
• General principles (impartiality, non-discrimination, equal treatment and opportunity...)
• Work-related principles (behaviour, prohibitions, conditions to be respected...)
• Safety principles (safety guidelines, procedures to be followed, personal and collective safety, prohibition of abuse of vulnerable persons...)
• Expression and behaviour (respect for the values of the local community and the hosting organisation, anti-corruption...)
• Data protection (confidentiality of the organisation and volunteers' data...)
• Principles related to the volunteer's project (commitment, respect of the volunteer's conditions...)
• Communication principles (respect for the values of the sending and receiving organisations during working hours and rest periods)
• Commitments of the hosting organisation, the volunteer, other team members...
• Signatures.

Communication between the sending organisation, the hosting organisation and the volunteer

It is essential to ensure good communication between the two organisations and the volunteer in order to prepare their arrival before the start of the project (by videoconference, telephone or email) and to ensure effective follow-up throughout the project.

Rules for improving the quality of mobility projects:
• The two organisations should each appoint a reference person to follow the volunteer.
• In order to avoid misunderstandings and conflicts, the volunteer should receive information about the logistics and the project (e.g. available report, photos, films, other observations) before departure (at least one month before).
• The contact person of the hosting organisation must be available at all times in case of problems.
• The hosting organisation should provide the volunteer with information about the hosting organisation and the project before departure.
• Hosting and sending organisations should take into account the specific needs of the volunteer.
• Before signing the volunteering agreement for the project, all parties involved should be clear about their roles and responsibilities.

4.2 VOLUNTEER FOLLOW-UP
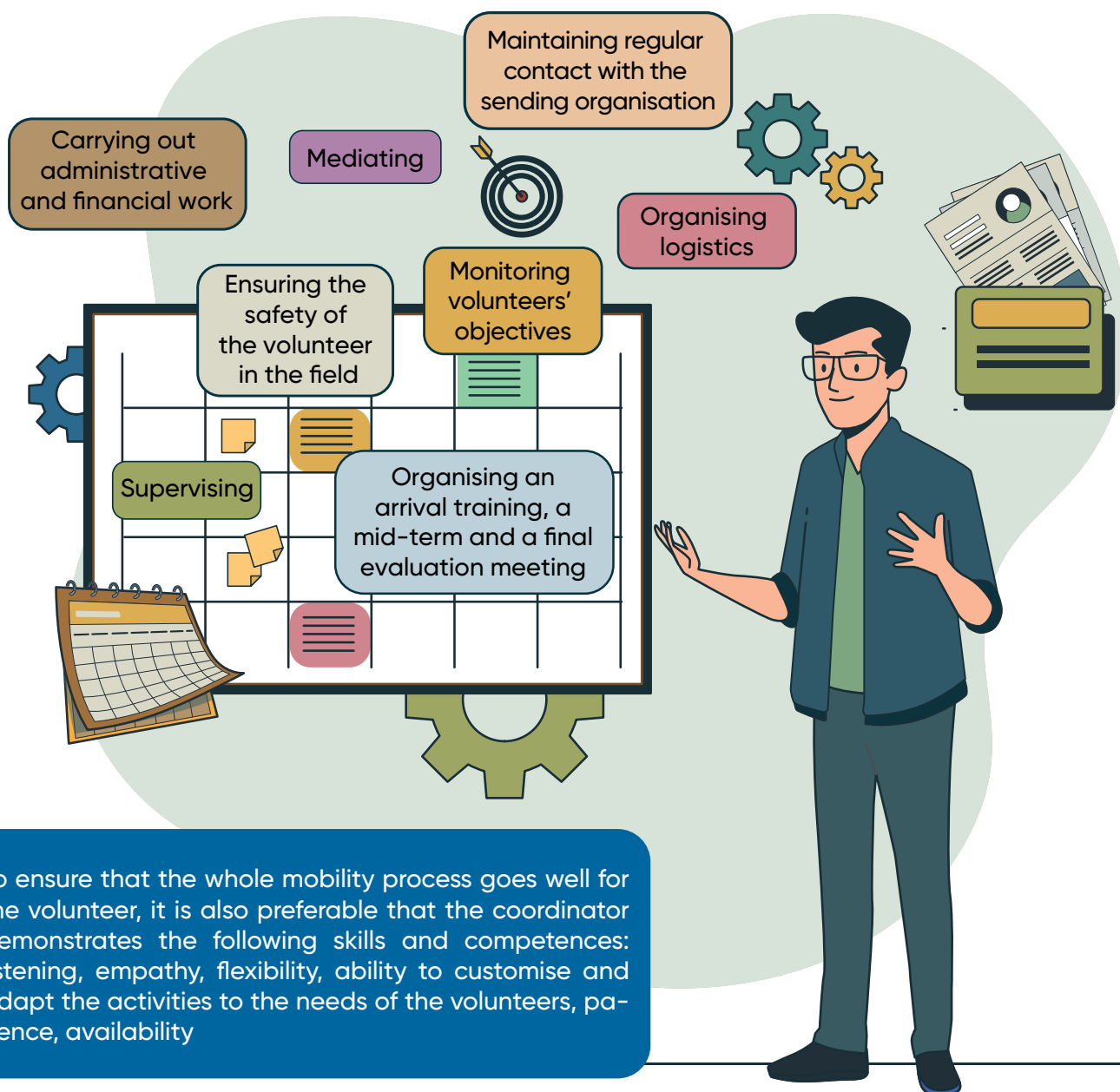
Coordinator and mentor

In order to ensure optimal living and working conditions for the volunteer, the hosting organisation should define the roles and officially designate the person responsible for the follow-up of the volunteer.

Effective follow-up can be ensured by involving a co-ordinator and a mentor who will follow the activities and well-being of the volunteers throughout the project, but who do not necessarily have the same tasks and responsibilities.

The role and responsibilities of the coordinator are as follows:

THE COORDINATOR

The coordinator supervises the whole project of the volunteer to ensure the quality of the activities and the overall support provided. Together with the mentor, the coordinator is also responsible for monitoring the development of the volunteer's skills and knowledge throughout the project. As the main point of contact, the coordinator should also ensure that the volunteer has adequate working and living conditions. Finally, in order to ensure the overall well-being of the volunteer, the coordinator should also organise individual meetings at the beginning of the project, at mid-term and at the end of the project in order to evaluate the progress made in terms of learning and achievement.

Carrying out administrative and financial work

Mediating

Maintaining regular contact with the sending organisation

Organising logistics

Ensuring the safety of the volunteer in the field

Monitoring volunteers' objectives

Supervising

Organising an arrival training, a mid-term and a final evaluation meeting

To ensure that the whole mobility process goes well for the volunteer, it is also preferable that the coordinator demonstrates the following skills and competences: listening, empathy, flexibility, ability to customise and adapt the activities to the needs of the volunteers, patience, availability

THE COORDINATOR

Before the start of the volunteering:
- Links the objectives of the hosting organisation with the needs of the participant.
- Communicates with the sending organisation about the conditions of arrival (date, special needs, etc.).
- Selects a mentor for the volunteer.

Throughout the project:
- Is the main contact person for the sending organisation, the volunteer and the mentor.
- Is in charge of administrative, pedagogical, financial and legal issues related to the mobility project.
- Plans and manages the volunteer's activities (with the mentor).
- Is the main organiser of the on-arrival training (whether online or at the hosting organisation's offices).
- Knows the details of the sending and hosting organisation, their internal rules and knows the local environment.
- Knows the expected role of the volunteer within the organisation, the project cycle and its expected results.
- Is aware of potential challenges and conflict situations.
- Is aware of the expectations, motivation, skills, responsibilities and rights of the volunteer.
- Is responsible for monitoring the achievement of the volunteer's objectives and expectations.
- Establishes clear and comprehensive communication with the sending organisation on important issues (safety, bad behaviour, etc.) in order to seek support for mediation.
- Provides consistent feedback to the sending organisation for the mid-term and final evaluation, project dissemination or project management.

THE MENTOR

As a daily point of contact, the mentor is the person who facilitates the reception and integration of the volunteer by giving advice before arrival and by providing regular support throughout the mobility period.

The mentor is involved in providing personalised, day-to-day support to the volunteer and should be seen as a complement to the administrative and pedagogical support of the coordinator.

The role and responsibilities of the mentor are as follows:

Listening

Supporting

Giving feedback

Setting goals

Assigning tasks

The mentor is best placed to establish a strong relationship with the volunteer, as they are also responsible for the pedagogical and intercultural aspects of the project.

To facilitate the integration of the volunteer, the mentor is chosen according to their past experiences of international mobility and intercultural experiences that the volunteer can relate to.

The mentor should be the first point of contact for the hosting and sending organisations and the volunteer and should be available for any questions related to the project.

Advising

Relationship of trust

Helping with integration
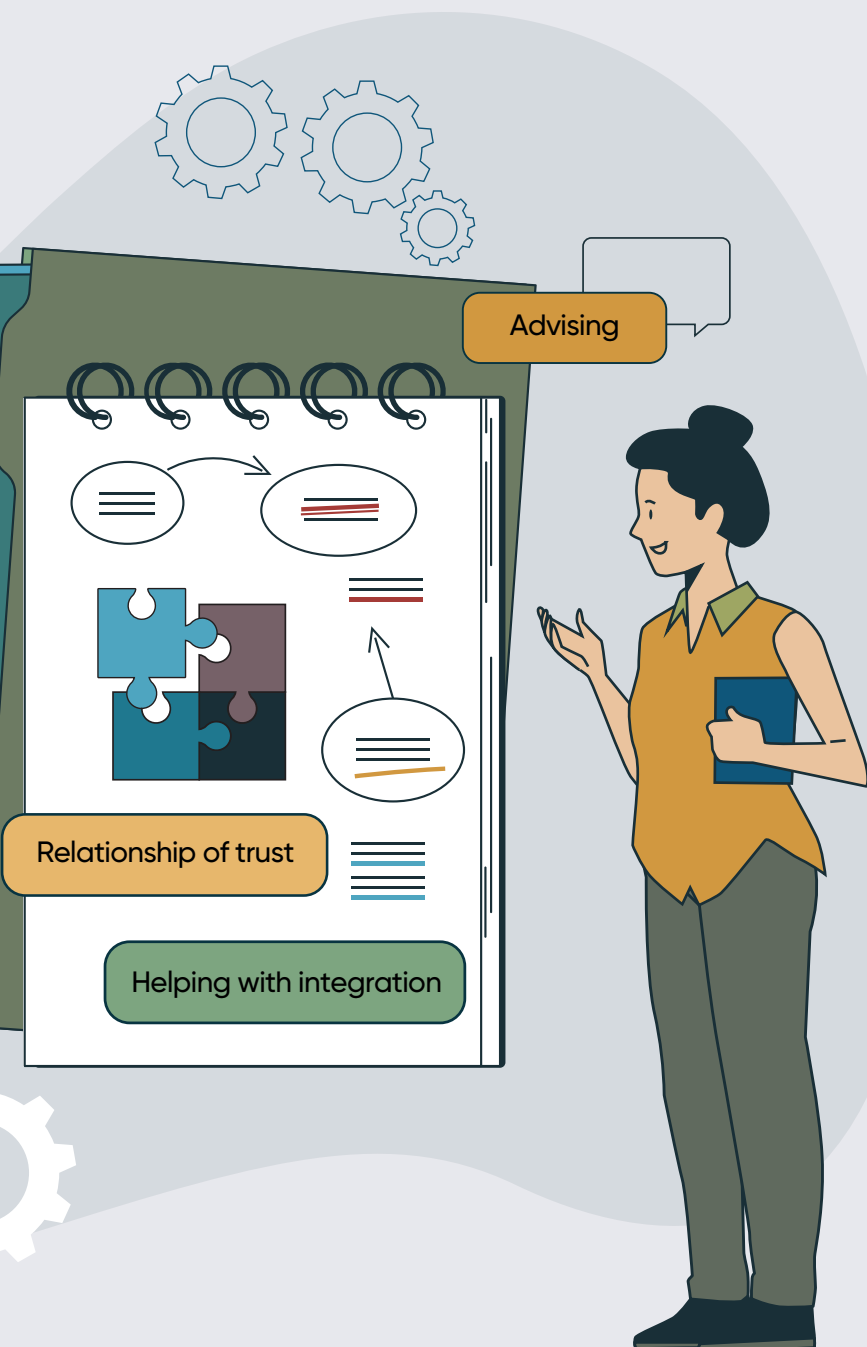
THE MENTOR

Throughout the project:
- Welcomes and supports the volunteer from the moment of their arrival and throughout their mobility.
- Provides information about the hosting organisation, the local community, cultural norms and values.
- Facilitates the integration of the volunteer into the local community through cultural activities or events.
- Offers individual support and provides information, knowledge and advice from its own experience.
- Follows the learning process of the volunteer and supports them in the implementation of their activities.
- Understands the expectations of the volunteer.
- Assigns tasks relevant to the skills and experience of the volunteer.
- Ensures safe working conditions.
- Maintains regular communication with the volunteer.
- Establishes a relationship of trust with the volunteer.
- Evaluates the mobility experience with the coordinator.

In addition to the daily support, the mentor should organise monthly meetings with the volunteer to review all aspects related to the mobility project (working conditions, activities carried out, integration, relationships, difficulties, …).

The mentor is responsible for providing appropriate guidance and support to the volunteer, as they have to assess their personal and professional development. Depending on the size of the organisation and the budget of the project, one person can play the dual role of coordinator and mentor. However, it is recommended to divide the roles as much as possible.

Individual meeting on arrival

Before organising the arrival training, the mentor should organise an individual meeting with the volunteer. This one-to-one meeting is a crucial step in formally introducing the volunteer to their new working environment and local context. It also facilitates the overall integration of the volunteer and mitigates any cultural shocks they might experience.

Anticipate and plan to facilitate the integration of the volunteer:

- Before arrival, the coordinator and the mentor should make initial contact and introduce themselves to the volunteer.
- Provide the volunteer with a welcome booklet outlining the mission, logistical requirements, culture, city, region and any other important information.
- Define in advance the future role of the volunteer within the team and the organisation.
- Take into consideration the needs and expectations of the volunteer.
- Plan monthly follow-up meetings in advance. Create a space and time for these meetings. The volunteer should be informed of the mentor's availability. Not knowing when and where to contact the mentor can increase frustration and misunderstanding.
- Develop an activity plan for at least the first two weeks.
- Allow time to take into account the learning objectives of the volunteer in order to anticipate any disappointment or loss of motivation.
- Set tangible and achievable professional and personal goals.
- Inform the members of the association of the arrival of the volunteer and define precisely their future role in the organisation.

- Inform the team about intercultural communication and remind them of possible cultural differences.

Introduction of the volunteer to the team:

- Explain the organisation's internal rules (timetables, equipment, procedures, etc.).
- Introduce the members of the association.
- Remind the volunteer who the contacts are in case of emergency, work-related issues, daily life issues, etc.
- Set limits and rules for communication with the coordinator/mentor (e.g. calling at inappropriate times for minor issues).
- Do not create a distinction between the «volunteer team» and the «staff team» and plan joint activities.

Arrival training

The integration of the volunteer should start with a specific training on arrival, which will serve as a preparation for the whole stay in the hosting country. It is recommended to organise the training together with other volunteers in order to facilitate interaction and to enable them to connect more effectively.

Training on arrival has three main objectives:

- **Functioning of the hosting organisation:** internal rules and procedures, working methods, taking initiatives.
- **Integration in the hosting country:** habits and traditions of the hosting country, health and safety, legislation of the country, necessary information on

contacts and addresses in case of emergency, general rules of the hosting organisation.

- **Carrying out the volunteering project:** the process and quality of the project (training, tasks, daily life, etc.), roles, rights and duties, monitoring and evaluation.

Day 1
· Presentation of the organisation
· Meeting with members of the association
· Introduction to the hosting country; cultural differences and culture shock; intercultural learning
· Health and safety; evacuation planning and risk assessment

Day 2
· Visit to the workplace, work environment
· Presentation of the volunteering project (clarification of project-related issues)
· Role and tasks of the participant in the organisation (expectations related to achievements and results)
· Social recognition of volunteering and the programme
· Rights and duties of the participant, local legal framework

Day 3
· Learning and development plan, motivations and expectations
· Skills to be strengthened (individual objectives for the volunteering period)
· Expectations and fears of the participant about their personal and professional situation
· Culture shock and problems
· Volunteer follow-up
· Evaluation of the volunteering assignment
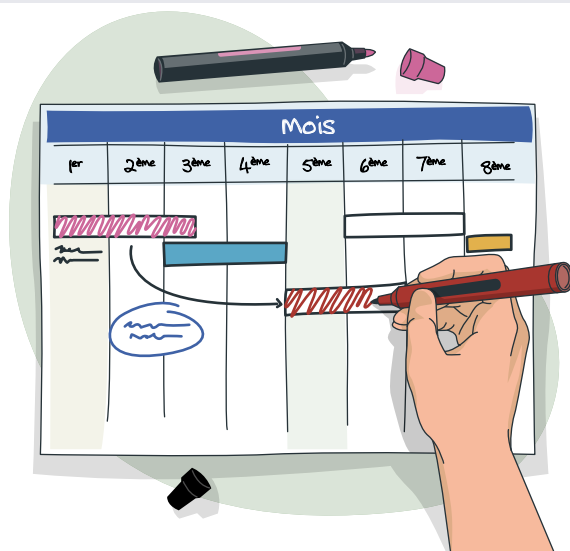
Monthly monitoring

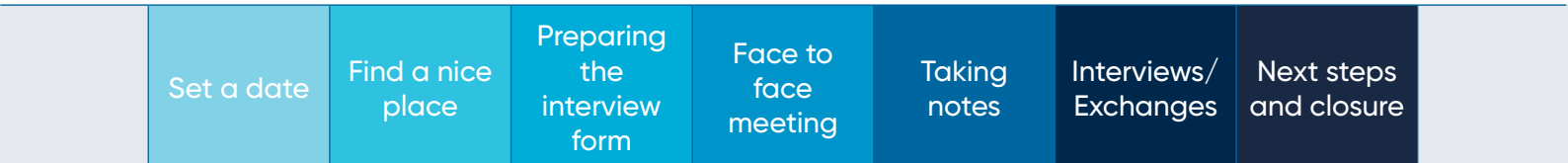**Example of a timetable for the support of the volunteer, for an 8-month project.**
Monitoring the volunteer throughout the volunteering period is essential to ensure that the objectives set for the project are achieved. Maintaining constant links between the volunteer, the coordinator and the mentor facilitates the identification of any challenges or problems that may arise. It also allows supervisors to offer advice on how to overcome these difficulties and to ensure that the volunteer gets the best out of the mobility experience.

Arrival	1st month	2nd month	3rd month	4th month	5th month	6th month	7th month	8th month, departure
Arrival training, welcome briefing	Monthly monitoring	Monthly monitoring	Monthly monitoring	Mid-term evaluation	Monthly monitoring	Monthly monitoring	Monthly monitoring	Final evaluation

To this end, a comprehensive follow-up process should be implemented so that the coordinator and mentor can monitor progress and conduct detailed interviews about the volunteer's experience.

The follow-up process involves monthly meetings and regular evaluations by the mentor and coordinator to ensure that the volunteer is meeting the challenges or to discuss a new initiative. The follow-up process is also designed to prepare the final evaluation of the project so that the volunteer can capitalise on their experience.

Set a date	Find a nice place	Preparing the interview form	Face to face meeting	Taking notes	Interviews/Exchanges	Next steps and closure

Mid-term evaluation

The mid-term evaluation is a key step for the volunteer and the project itself. It is carried out by the coordinator. During the mid-term evaluation meeting, the coordinator can get a good idea of what has been done compared to what was planned. Both the volunteer and the organisation can learn from the experience, from the implementation of the activities, but also from some of the challenges encountered so far. It is also a good time to review the objectives and expectations set at the first meeting.

This is the time to make an overall assessment and, if necessary, to make decisions or reorient activities to get the most out of them by the end of the project.

This interview between the volunteer and the coordinator has several objectives:

- Discuss the activities that have been carried out and the objectives for the next few weeks/months.
- Review the learning and performance progress of the volunteer (learning plan).
- To help the volunteer reflect on their achievements, personal goals, integration into the local community and personal development.
- Assist the volunteer with any problems that arise during the project.
- Helping the volunteer to prepare their return and to plan their future projects.
- Help the volunteer to promote the international mobility programme.

Final evaluation

At the end of the project, the mentor and coordinator are responsible for organising and implementing the final evaluation of the volunteer's project. This is an opportunity for the volunteer, the hosting organisation and the sending organisation to assess the overall impact of the project and to draw conclusions from the experience. The final evaluation should provide a detailed report on the activities carried out throughout the project, their overall results and their expected impact on the hosting organisation and on the future of the volunteer.

This meeting should be prepared on the basis of a reminder of previous monthly follow-ups in order to assess overall progress, achievements and results. The results of the final evaluation can be used

by the co-ordinator to plan future volunteer intake, to make adjustments to the overall project design, to evaluate the impact and to make any improvements suggested by the volunteer.

Valorisation of volunteers' skills

Volunteering helps to develop and deepen skills that are a route to employability and prosperity. With the right skills, the volunteer is equipped to find quality employment and can fulfil their potential as an active and confident citizen.

In 2018, the European Union created the 8 European key competences, with the aim of providing citizens with the keys to professional and personal fulfilment.

Upon return from a mission, they can be used by the volunteer to enhance their mobility experience.

These key competences are divided into 3 categories:

1 • Personal skills:
adaptability, self-confidence, tolerance and flexibility, individual responsibility...

2. Professional skills:
technical, digital, teamwork, project management...

3. Social/cross-disciplinary skills:
foreign languages, autonomy, initiative, communication skills, interculturality...

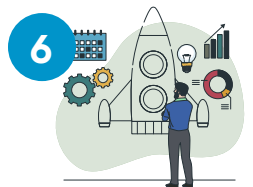**1** Literacy competence

2 Multilingual competence

3 Personal, social and learning to learn competence

4 Citizenship competence

5 Cultural awareness and expression competence

6 Entrepreneurship competence

7 Mathematical competence and competence in science, technology and engineering

8 Digital competence

Youthpass

The European Union, in addition to the 8 key competences, has also created the Youthpass certificate: a tool for documenting and recognising the non-formal learning outcomes achieved by participants in projects under the Erasmus+ Youth programme and the European Solidarity

Corps. This certificate helps the volunteer to make the most of the experiences and competences they have acquired during the project; it describes what they have done and demonstrates what they have learned.

The volunteer can use the Youthpass when applying for a job or training as official proof of their participation in a volunteering project. It is also a way to promote young people's awareness of learning and acquired competences, through a process of self-assessment.

After the project: debriefing within the hosting organisation and with the sending organisation

It is important that the hosting organisation carries out an internal debriefing with all stakeholders of the volunteering project. Here are some of the issues that should be addressed during the debriefing:
- Evaluation of the volunteering project (integration into the team/local community, evaluation of the activities carried out, effectiveness, 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 possible future volunteering project.

Once this debriefing is completed, a final report can be sent to the sending organisation to provide important information about the volunteering project.

This report can also be sent to the donor (e.g. the European Commission) to clearly explain the volunteering project.

In addition, the hosting and sending organisations can contact each other (by phone, video conference or email) to exchange specific information about the volunteering project that has been carried out and to decide on possible further collaboration depending on the evolution of the situation and the local needs. Sometimes it is necessary to exchange information directly with the sending organisation in order to provide a more detailed description than that contained in the report.

It is essential that both organisations act in full transparency to avoid misunderstandings and to ensure the quality of the evaluation of volunteering projects.

In addition, transparency is very useful in the event of continued collaboration.

> ## CONCLUSIONS

Good management of the volunteering project is essential to achieve long-term results and impacts.

The management of the project starts before the arrival of the volunteer, through the preparation and use of different tools, such as the partnership contract (which contains the provisions on functions, obligations, and conditions and is signed by the hosting organisation, the sending organisation and the volunteer), the code of conduct, which details the principles of the hosting organisation, etc.

At the beginning of the project, an arrival training is carried out for the volunteer to facilitate their integration into the local environment and their adaptation to the project. The volunteer also receives a welcome booklet with all the information about the local environment, logistics, stakeholders, etc.

Throughout the project, the volunteer is monitored by the mentor (for daily life and activities) and the coordinator who supervises the project (performance, activities) through monthly, intermediate and final meetings.

At the end of the project, the hosting organisation should carry out a debriefing to assess the volunteer's project as a whole and to evaluate the skills acquired. Finally, a report is sent to the sending organisation.

GENERAL CONCLUSION

In order to carry out a quality project, it is essential to respect the different steps to be taken before the arrival of the volunteer and until the end of the project.

The organisation should organise its work according to the four pillars described in this brochure and use the tools created during the Vive and Diaspo+ projects.

The hosting organisation should first of all ensure the safety of the volunteer before arrival, by developing a safety policy (and updating it if necessary) and by assessing the risks that the volunteer might face.

Before selecting a volunteer, the hosting organisation should identify its own needs as well as those of the local population in order to propose a project that can address the existing problems. The organisation should also ensure good accommodation, working and living conditions for the volunteer by developing a work plan with the volunteer.

Finally, the hosting organisation should ensure that the volunteer is well managed during the selection process, the assignment and after the selection, so that the volunteer is effectively supported.

In order to carry out a quality project, the organisation must respect standards and follow procedures, including the various tools that were created during the Vive capacity building project: the welcome booklet, the partnership contract, the safety policy, the risk assessment, etc.

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