

Volunteer Handbook



Kyiv
2021



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Introduction



During one of my visits to the local Caritas, I had an opportunity to talk to the team, government officials and local businesses. I remember one of the entrepreneurs, actively engaged in assisting Caritas, shared a metaphor I liked. The main idea is that every person has a spark of love, mercy and goodness, which just needs to be released and fulfilled. The task of volunteering is to help people find this spark of goodness and “blow it up” as much as possible, turning into fire. In fact, everyone has an inner desire to be kind, help others, and fulfil itself through good deeds. Caritas is exactly the organization able to facilitate in developing, deepening and guiding this desire in right direction – to become the “gust of wind” capable of turning a small spark into a blazing fire.

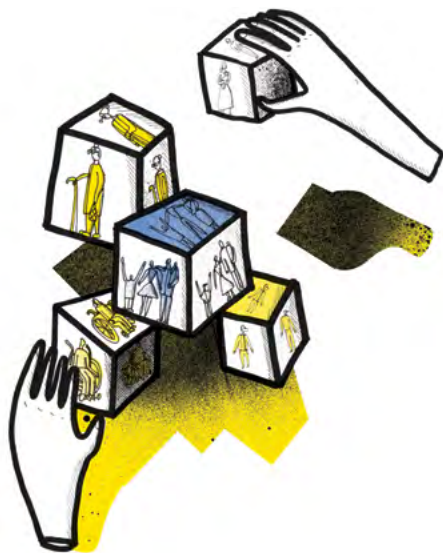
No one can live alone, isolated – we find ourselves in relationships with other people. Our desire for good will always be, on the one hand, focused on those around us and, on the other hand, will need support and formation from the community we live in. Synergy, joint action, soft armrest for those around us, all these is an important component for strengthening and fulfilling the desire for good. The development of volunteering is aimed at helping people to discover first this spark, develop it further and become ultimately a part of something great.

Love is a powerful force with the ability to change each of us, and volunteering is a visualization of how we, as individuals and community as a whole, can change the world around us. While doing good, we discover ourselves and the design of God within us. God created us unselfishly and gave us life as a gift. Thus, when we do good, we join in a way that celestial that we have.

The very word “volunteering” is often taken quite formally, but actually, it is something simple – when one person voluntarily does good to another. It may seem to us that this is difficult, incomprehensible, and at this point, those people come and help, who have already made this journey. The concept of a charity community is important to me. When I came to Caritas, I met people, who are happy because they can help others; their eyes are burning. This is fantastic energy, and I’m sure, we have to share it. I strive to expand our “circle of good” as much as possible and encourage everyone to join our community for the sake of changing world for the better.

Tetiana Stavnycha
President of Caritas Ukraine

Ukrainian Greek Catholic Church's Social Ministry



The Christian idea of mercy has always served as a basis for charitable activities of both public organizations and individuals. The Church seeks to perform a threefold mission: to proclaim the Good News (kerygma), to sanctify (liturgy) and to serve (deaconry). The Church, following Christian teaching, was engaged actively in providing social assistance and support for a long time. Moreover, it played a leading role.

Social ministry is an activity aimed at addressing social problems and ensuring social justice, covering the whole spectrum of social activity. Social ministry includes the provision of volunteer assistance, charity and organized forms of social services to individuals and groups in need to ensure their integral development.

The UGCC administers its social ministry in the following areas: work with children and youth, healthcare and healthy lifestyle, community work, work with migrants, assistance to families, assistance to people with disabilities, assistance to lonely elderly, prisoners and homeless people, assistance to those affected by natural disasters or catastrophes.

Faith is a foundation and driver of the Church's social ministry. At the same time, the Church recognizes the importance of its social ministry **being organized, systematic and professional**, available to everyone, regardless of ethnicity or religion, and excluding the possibility of being a proselytism tool.

The Church implements its social programs through local religious communities and church lay movements operating in parishes; through the network of ICF Caritas Ukraine, which is the official UGCC's charitable organization; through monastic ranks and congregations; through cooperation

with public charitable foundations, organizations and movements. Commissions, as appropriate management structures, were established to organize and coordinate this work in certain areas. This social ministry structure contributes to its systematization and professionalization.

Caritas Volunteer Programs

Caritas is a network of charitable organizations of the Catholic Church with a mission to develop the traditions of charity and social work based on Christian moral and ethical values. Caritas provides assistance to those in need, regardless of religion, ethnicity, gender or age, based on Christian principles and values.

The meaning of the word "Caritas" includes both love and mercy, compassion and charity.

The international Caritas family includes more than 160 national organizations in more than 200 countries. The first Caritas organization was established in the German city of Freiburg in 1897, and then Caritas emerged in Switzerland, the United States, the Netherlands and other localities. The priests and parishioners called their work in these new institutions "a ministry inspired by *caritas pastoralis* (pastoral mercy)." In 1891, Pope Leo XIII's encyclical "Rerum Novarum" laid a foundation for the Catholic Church social doctrine, and became a spiritual guide and incentive for the emergence of the first Caritas centers. *Rerum Novarum* was meant to provide an alternative to the ideas of socialism and, by contrast to the latter, advocated the interdependence and cooperation of classes, resolving conflicts through everyone's share in responsibility in line with the Christian teaching.

In 1924, during the International Eucharistic Congress in Amsterdam, 60 delegates from 22 countries established an advisory body headquartered in Lucerne, Switzerland. Since 1928, the regular conferences were held and called Caritas Catholica, where delegates met every other year until the outbreak of World War II.

Caritas ideology came under strong criticism both in Axis powers and in the USSR. In the first incidence, this was due to the confession of the principle of equality of people before God, regardless of ethnic or racial origin, while in the second incidence, because of "conservatism", rejection of the ideas of social revolution and class struggle. The anti-Christian nature of criticism was common in both instances, as well as an attempt to establish new values along with the destruction of millennial traditions of the theistic ethics. Thus, the *Caritas* activities faced multiple challenges in Western Europe until the mid-1940s and were impossible in Eastern Europe until the fall of the communist regime.

Activities resumed in 1947 following two conferences held in Lucerne. The main goal was to coordinate efforts and revitalize international cooperation. *Caritas* development received the next impetus after the Vatican entrusted it with the official representation of Catholic social organizations at the international level, primarily at the United Nations.

In December 1951, with the blessing of the Holy See, the *Caritas* first constituent General Assembly was convened. The founding members represented *Caritas* organizations from 13 countries: Austria, Belgium, Canada, Denmark, France, Germany, the Netherlands, Italy, Luxembourg, Portugal, Spain, Switzerland and the United States. In 1957, the Confederation was renamed Caritas Internationalis, thus reflecting the expanding presence of *Caritas* in every continent.

Caritas activities in Ukraine cover various areas, including assistance to children, young people and families in difficult life circumstances, healthcare, assistance to people with special needs, care for the elderly, social migration issues, assistance in emergencies, community building, etc.

In Ukraine, Caritas covers more than 30 regional organizations in 15 regions of the country. Volunteering is an integral part of Caritas operations. Every year, the regional organizations engage volunteers in charitable events, targeted assistance to those in need, expert assistance and spiritual support. Volunteers help Caritas employees to provide better services, attract more beneficiaries and partners, and launch initiatives in new regions.

Parish Social Ministry

The desire to create a “living” parish, where everyone can embody their own faith through charitable activities and helping those in need is at the heart of parish social ministry. What is a “living” parish? It is a parish, which does not turn a blind eye to the needs, concerns and hopes of the people living there. The purpose of social ministry is primarily to help people who suffer most from the negative processes in the state and cannot cope on their own.

All the structures of social ministry are created based on **people of goodwill from among parishioners (volunteers)**, who are ready to invest their time and other resources in charitable activities. In particular, the creation of parish Caritas centers is a manifestation of the independent activity of a parish community.

There are parish communities that have been actively involved in addressing social problems for years. They care for children from families in difficult life circumstances, help people with physical and mental disabilities, set up social centers and introduce new social ministries in the communities. At the same time, there are others that are just at the beginning of developing ministry and social activities in the parish.

Here are just a few examples of parish communities’ ministry:

Social support room for children, Poltava

The social support room for children in need is a safe and comfortable space to give classes for children in difficult life circumstances. Here children are being taught to overcome adversity on their own and gain positive life experiences. Classes in the social support room encourage children to build trusting relationships with peers, develop social and communication skills. The social support room creates an atmosphere of engagement and support and as such helps children to believe in themselves.

Charitable canteen for those in need, Odesa

Every Saturday, the parish community arranges a charity canteen for those in need, where everyone can have a fresh and hot home-cooked lunch. These lunches are cooked thanks to the efforts of the parish, where everyone is responsible for a certain part of the work: buying products, cooking and distribution. During lunch, the parishioners communicate with the guests of the dining room, share faith and indifference.

Inclusion for the golden age, Brody

The “Social inclusion for elderly through pastoral activity” Project managed to engage 25 elderly people in parish activity. For six months, the parish held recreational and informative meetings, so the elderly had an opportunity to share their own experiences. Meetings were held weekly including formation lectures, film viewing, interactive tasks and game practices. This allowed creating a truly “living” community of elderly people actively involved in community life.

Healthy generation community, Shveikiv village, Ternopil region

Healthy Generation Community project provided the impetus for youth social service in the parish. The project’s purpose was to arrange meaningful leisure benefiting personal development (motivational films about charity), up to the realization of the need and importance of charity. To this end, the parish youth took part in joint trips and volunteer actions, provided assistance to sick and lonely parishioners, worked with children in difficult life circumstances.

In addition to assisting the parishioners in need, the purpose of parish ministry is to encourage the whole community to participate meaningfully in charitable activities.

Parish youth plays an important role in volunteer service. As many of the projects involve visiting nursing homes, children and young people from the parish are actively involved. For many young people, this is the first experience in service that teaches them compassion, kindness, and mutual support. Young people are also actively involved in serving children and families in difficult life circumstances, helping people with mental and physical disabilities, and in other areas of volunteering.

Christian volunteering

The term “volunteering” is relatively new to the Church, although we emphasize that from the very beginning there were volunteers from among the Disciples of Christ – people who joined the high mission of helping others and, in so doing, to be Christlike. Maybe applying this word to the apostles is very bold, but the words of Christ addressed to them, express a noticeable call to volunteering, “Heal the sick, raise the dead, cleanse those with leprosy, drive out demons. Freely you received, freely give. Don’t acquire gold, silver, or copper for your money-belts.”

Biblical roots – charity and a willingness to share – show that the Lord encourages us to serve others. Jesus appears before us as a servant, “He made himself nothing by taking the very nature of a servant, being made in human likeness.” (Epistle to the Philippians 2:7). During the Last Supper, he concludes the conversation about love with a symbolic gesture, “You call me ‘Teacher’ and ‘Lord,’ and rightly so, for that is what I am. Now that I, your Lord and Teacher, have washed your feet, you also should wash one another’s feet. I have set you an example that you should do as I have done for you.” (Jn 13:13-15). We have to remember that on Holy Thursday we commemorate both the Eucharist of Jesus and His ministry: two related things. In our daily lives, we remember the Eucharist well but not the Maundy, both of which are inseparable. A community based on the Eucharist is a community of ministry.

Other values of volunteering are a sense of solidarity and mutual responsibility. These concepts have several meanings that refer to different levels of human life, but in any case, they relate to the primary and indispensable conditions of coexistence: a human being is inextricably linked with others through a common environment and destiny, as individual cells are integrated into a single

organism. We cannot avoid solidarity because it creates our lives. It does not limit our freedom but gives it a dimension of responsibility: after all, human freedom exists only as a set of universal freedoms that is limited to its solidarity with the freedoms of others and responsibility for the influence it may have on them. Therefore, for a Christian volunteer, “sharing with another one” means helping that other one to overcome poverty and dependence; “be with someone” means striving for someone’s development and assisting in being free, an autonomous participant and protagonist of building a society on an equal footing with others.

In general, a volunteer is a person who is willing to selflessly join the work in the community. Church history shows many examples of people who act as volunteers. The impetus for their actions is not only goodwill, but also the conviction that volunteering is a way to show Christian love. Both in the Church and society as a whole, volunteers represent important values: the spirit of sacrifice and service, a sense of solidarity, mutual responsibility, and selflessness.

Fraternities and sororities have long been organized forms of volunteerism in our Church. After all, it is exactly a small community, such as fraternity or sisterhood, where a Christian has the opportunity not only to deepen one’s spiritual life, but also implement the desire to serve the Church and a neighbor according to vocation, showing mercy and solidarity to those in need.

The role of the priest in the development of the social ministry

“Each parish should have a person responsible for the social ministry. It does not have to be the priest himself. A good leader creates an opportunity for others’ leadership. There will always be people in the parish who want to take care of the social ministry. The priests should encourage and support these volunteers. It is very important that they constantly feel the presence of a priest.”

Priest Andrii Nahirniak, Deputy Head of the Social Ministry Department, UGCC

Parish priests play perhaps the most important role in the development of social ministry in the parish. They analyze people’s needs and are the first to see people in need, liaising with donors and other parishes. Priests are often the main organizers of social actions and represent “counseling centers” on wheels. Priests personally visit those in need, communicate with them, contact and cooperate with the parish pastoral council and the local coordinator of the social ministry, as well as involve volunteers from the parish community into ministry.

The priest has a special influence on the involvement of parish youth and vulnerable populations in volunteering. Speaking at the liturgy and in personal communication, he can talk about volunteering as a ministry, invite believers to join as volunteers, inspire people to take the path of helping others and support their first steps in this direction. At the same time, priests have responsibilities that prevent them from joining and personally participating in every volunteer project that takes place in the parish. Understanding the needs of the parish community, the priest can refer people to volunteer projects coordinated by Caritas, invite them to join other organizations (including the Faith and Light movement or the Maltese Aid Service), or encourage

the creation of local parish social initiatives. Thanks to the specialists and project managers of Caritas, the priest can be sure of the quality and integrity of the volunteer project to which he invites the parish community.

Volunteering



Who is a volunteer?

A volunteer is a person who donates their free time, skills and talent for the benefit of others, their community or all of humanity. He or she works voluntarily and free of charge, responding creatively and effectively to societal needs and contributing to the common good. Although their motives for volunteering, cultural backgrounds, or religious beliefs may vary, all volunteers share a love for people and a desire to create a better world.

Volunteering is based on three key characteristics: voluntariness, gratuitousness and public benefit.

Voluntariness

The volunteer renders help at one's own will in the area of volunteer activity that he or she considers necessary. No one can force a person to become a volunteer; it is always his or her personal decision and a desire to join in the development of a better world.

The volunteer independently chooses the area, time, duration and scope of volunteer help. At the same time, volunteering is not a substitute for other responsibilities and activities (for example, responsibilities at school, family, and at work). A volunteer is not a person without personal problems, but someone who lives in human reality, not only himself but also through constant relationships with others.

Free of charge

Volunteering is always a free and selfless activity. The volunteer does not receive funds or other material benefits from the provision of volunteer assistance; instead, he receives opportunities for personal development, unique knowledge and skills, valuable acquaintances and the opportunity to realize his potential by helping others.

Selflessness is a special element that distinguishes volunteer work from other components of the public sector. It implies a lack of economic benefit, freedom from any form of government, and the waiver of direct and indirect benefits. Through the experience of selfless giving, volunteers are internally enriched and develop their communication skills.

Social gains

Volunteering is always based on public benefit. Solving or mitigating a social problem is what each volunteer or volunteer group focuses on.

The public good can be for the whole society as well as for the specific community in which the volunteer lives. The amount of assistance provided does not matter; what matters is how well volunteers manage to be around those who need help the most.

At the same time, volunteering is not only a tool for addressing social problems but also a way to prevent these in the future. Volunteering is the responsible participation and practice of civic solidarity, committed to overcoming economic, social, cultural, religious and political injustice. It spreads, protects and nurtures the common good of the country and the world. Volunteering does not stop at identifying problems, but offers answers and projects that involve as many people as possible in building a society that is fitter for life.

Volunteering shows society new values: the desire for the common good and the essence of ministry, which arises from the desire to help others. Volunteering strives to understand the complexity of the problems, to notice new urgent needs along with the usual ones.

This is exactly the "essence of ministry": a constant sensitivity to needs, from which a creative understanding arises of when a ministry is needed, how to implement it, and when something needs to be changed therein.

Types of volunteering

Every year, more than 100 million people participate in volunteering in more than 50 different areas and scopes of volunteering. The idea of a social ministry, the provision of free assistance to those in need, and the active involvement of citizens in socially useful activities are perceived in developed countries as a common, quite commonplace phenomenon.

Among the most common areas of volunteering are targeted assistance to those in need, environmental and animal protection activities, formative and educational activities, assistance in medical and cultural institutions, participation in large-scale sports and cultural events, home care, volunteer fundraising (involving volunteers in fundraising), intellectual volunteering (providing professional advice and expert assistance within their own competencies) and others.

Volunteers can carry out their activities both **independently** and as part of informal **volunteer groups**, public organizations and charitable foundations. Participation in volunteering often does not require prior training, and volunteers acquire the necessary knowledge and skills in the process of providing volunteer assistance.

Volunteers can provide assistance on an **ongoing basis**, with defined responsibilities and schedules, and **periodically**, without being tied to a specific project or area of responsibility.

Volunteers **do not replace** government agencies or paid employees; they enhance, enrich and complement the work of other people and organizations. Filling the shortcomings of the state's social policy, volunteers provide effective targeted social assistance, as it meets the needs and requests of a particular person. By assisting paid employees of nonprofits, they scale the social impact of their activities. At the same time, many grassroots initiatives and organizations start out as purely volunteer initiatives, and only eventually raise funds to pay employees.

Legal bases of volunteering

The regulations governing volunteering in Ukraine include, inter alia:

- **The Law of Ukraine “On Volunteering”** is the main document that regulates relations concerning the provision of volunteer assistance. The law determines who can provide volunteer assistance, in what areas and under what conditions.
- **The Law of Ukraine “On Charitable Activities and Charitable Organizations”** is the main document that regulates relations in the field of charity. In particular, the Law defines the concept of charitable activity, charitable organization, beneficiary, as well as identifies 15 areas of charity and the conditions for collecting charitable donations.

This guide provides basic theses and recommendations on the legal basis for involving volunteers into an organization. However, the volunteer specialist is obliged to read the full text of the documents to have a clear idea of how volunteering should take place.

National Social Service

The National Social Service (nssu.gov.ua) is the central executive authority that implements the state policy in the field of volunteering. The Cabinet of Ministers of Ukraine directs and coordinates NSSU activities through the Minister of Social Policy.

Pursuant to the Law of Ukraine “On Volunteering”, the National Social Service exercises a number of powers:

- ensures the implementation of state policy in the field of volunteering;
- takes other measures for the development and promotion of volunteering;
- promotes the dissemination of information about volunteering;
- assists public associations and charitable organizations in their activities aimed at the development of volunteer activities;
- disseminates information on the status of implementation of sectoral and regional programs to promote and support volunteering;
- publishes on its website available information on organizations and institutions that involve volunteers, in particular, information on organizations and institutions that involve foreigners and stateless persons to carry out volunteer activities in Ukraine, within three working days from the date of obtaining relevant information;
- promotes international cooperation on volunteering, summarizes and disseminates practice in this area.

Universal Declaration on Volunteering

In the appendices to the guide, you can find the text of the **Universal Declaration on Volunteering**, an international document that defines the main provisions and vector of development of volunteering in the world. The Declaration is a visionary document that provides recommendations to international and national organizations, governments, the mass media, and other players on how to develop and strengthen the volunteer movement.

Law of Ukraine “On Volunteering”

The Law of Ukraine “On Volunteering” is the main document that defines special aspects and requirements for volunteering (zakon.rada.gov.ua/laws/show/3236-17). The Law was adopted in 2011.

The main provisions of the Law of Ukraine:

The citizens of Ukraine, foreigners and stateless persons who stay in Ukraine on legal grounds and are capable **can act as volunteers**. Persons aged 14 to 18 carry out volunteer activities with the consent of parents (adoptive parents), foster parents, house parents or guardians.

Volunteering is a voluntary, socially-oriented, non-profit activity carried out by volunteers through the provision of volunteer assistance. A volunteer is a person who voluntarily carries out socially-oriented non-profit activities by providing volunteer assistance.

Volunteering is a form of charity. Volunteering is based on the principles of legality, humanity, equality, voluntariness, gratuitousness, non-profit.

Gratuitous performance of work or provision of services to persons based on family, friendly or neighborly relations **is not a voluntary activity**.

Non-profit organizations and institutions can involve volunteers in their activities.

Volunteers can provide volunteer assistance both individually and together with the organization. A volunteer can obtain a **volunteer certificate** by volunteering in organizations and institutions that involve volunteers in their activities.

Agreement for volunteering

Volunteers provide volunteer assistance on the basis of an organization or institution that involves volunteers in its activities. **This assistance is based on an agreement for volunteering** concluded with such an organization or institution, or it is provided without concluding such an agreement.

The agreement for volunteering is concluded in writing and must contain the following information:

- description of volunteer activity (task);
- period of volunteering;
- rights and obligations of the parties;
- liability for damages;
- terms of contract termination.

The agreement for volunteering must be concluded:

1. At the request of the volunteer or his or her legal representative, if the volunteer is a person aged 14 to 18.

2. In case of volunteering:

- to eliminate the consequences of emergencies of man-made or natural origin;
- for the benefit of the Armed Forces of Ukraine, other military formations, law enforcement agencies, public authorities during a special period, legal regimes of state of emergency or martial law, anti-terrorist operation, measures to ensure national security and defense, repel and deter armed aggression in the Donetsk and Luhansk regions.

Rights and obligations of volunteering

Organizations and institutions that involve volunteers in their activities have the right to:

- carry out activities with the conclusion of an agreement for volunteering with or without a volunteer;
- receive funds and other property for volunteering;
- independently determine the areas of volunteering;
- issue certificates to volunteers, proving their identity and type of volunteering within the organization;
- reimburse volunteers for the costs associated with providing them with volunteer assistance;
- insure the life and health of volunteers for the period of their volunteering activities in accordance with the Law of Ukraine “On Insurance”;
- invite foreigners and stateless persons to carry out volunteer activities on the territory of Ukraine, send Ukrainian citizens abroad to carry out volunteer activities;
- acquire other rights provided by law.

Organizations and institutions that involve volunteers in their activities shall:

- provide volunteers with safe and appropriate for life and health conditions for volunteering;
- train volunteers;
- provide volunteers with reliable, accurate and complete information on the content and features of volunteering;
- provide free access to information related to volunteering by organizations and institutions that involve volunteers in their activities.

The volunteer is entitled to:

- appropriate conditions for volunteering, in particular, obtaining reliable, accurate and complete information on the procedure and conditions of volunteering, providing special means of protection, equipment and facilities;
- crediting the time of volunteering to the training and production practice in case it corresponds to the received specialty, with the consent of the educational institution;
- reimbursement of expenses related to volunteering;
- other rights provided by the agreement for volunteering and legislation.

The volunteer shall:

- perform conscientious and timely duties related to volunteering;
- in cases specified by law, undergo a medical examination and provide a certificate of health;
- if necessary, undergo further training (retraining);
- not to allow actions and deeds that may negatively affect the reputation of the volunteer, organization or institution on the basis of which the volunteering is carried out;
- adhere to the legal regime of information with limited access;
- in case of concluding an agreement for volunteering and unilateral termination of the agreement on the initiative of the volunteer, to reimburse the direct losses caused by him, if provided by the agreement;
- indemnify property damage caused as a result of his or her volunteering, in accordance with the law.

Recipients of volunteer assistance are entitled to:

- apply for volunteer help;
- a respectful and humane attitude on the part of volunteers and organizations and institutions that involve volunteers in their activities;
- select volunteers and organizations and institutions that involve volunteers in their activities, forms of providing volunteer assistance;
- receive information about their rights, responsibilities and conditions for providing volunteer assistance;
- comply with the legal regime of information with limited access;
- protection of their rights and legitimate interests in accordance with the law.

Recipients of volunteer assistance are individuals and legal entities that are non-profit organizations receiving such assistance.

Recipients of volunteer assistance shall:

- provide volunteers and organizations and institutions that involve volunteers in their activities with complete and accurate information related to the provision of volunteer assistance;
- prevent additional risks for the life and health of volunteers during the provision of volunteer assistance;
- in case of concluding an agreement on the provision of volunteer assistance, to compensate for direct losses caused by the refusal to receive volunteer assistance, if provided by the agreement.

Limitations of volunteering

The law defines limitations of volunteering, which relate to the volunteering of foreigners, minor volunteers, as well as individual volunteering in certain areas.

→ Foreign volunteers.

Foreigners and stateless persons carry out volunteer activities through organizations and institutions, information about which is posted on the official website of the central executive body that implements the state policy in the field of volunteering (NSSU).

→ Minor volunteers.

Adolescents between the ages of 14 and 18 volunteer with the consent of their parents (adoptive parents), foster parents, house parents or guardians.

Involvement of foreign volunteers

Organizations and institutions that involve foreigners and stateless persons in volunteering shall notify the central executive body implementing the state policy in the field of volunteering in writing within five working days of such involvement.

Organizations and institutions that involve foreigners and stateless persons in volunteering shall notify the central executive body responsible for the implementation of state policy in the field of migration within five working days if a foreigner or a stateless person ceases to volunteer.

Restrictions on volunteering by minors

Adolescents aged 14 to 18 are not eligible for volunteer assistance:

- to eliminate the consequences of emergencies of man-made or natural origin;
- in medical institutions;
- for the benefit of the Armed Forces of Ukraine, other military formations, law enforcement agencies, public authorities during a special period, legal regimes of state of emergency or martial law, or when an anti-terrorist operation is being conducted.

Restrictions on the provision of volunteer assistance individually

Volunteers can independently choose the type, form, duration and method of providing volunteer assistance (individually or collectively, individually or jointly with a non-governmental organization).

Volunteers **cannot provide** volunteer assistance individually in the following areas:

- promoting events of national and international importance related to the organization of mass sports, cultural and other entertainment and social events;
- to eliminate the consequences of man-made or natural emergencies.

Reimbursement of expenses

In accordance with the provisions of the Law, volunteers who have an agreement for volunteering concluded may be reimbursed for travel expenses on the territory of Ukraine and abroad within reimbursement rates for travel expenses established for civil servants and employees of enterprises, institutions and organizations that are fully or partially maintained (financed) from the budget.

The volunteer can be reimbursed for the following subject to documentary confirmation:

- travel expenses (including luggage transportation) to the place of volunteering;
- visa costs;
- food costs, when volunteering lasts more than 4 hours a day;
- accommodation expenses in case of a volunteer's trip to another locality to carry out volunteer activities that will last more than 8 hours;

- costs of postal and telephone services, if the volunteer carries out volunteer activities outside the location of the volunteer organization;
- costs of medical examination, vaccination, and other treatment and prevention activities directly related to the provision of volunteer assistance.

A common practice among NGOs and charities is **to pay at the register** for the costs of volunteering, rather than reimbursing each volunteer directly. Usually, the organization that attracts volunteers invests in the budget to order food (for example, set lunches), accommodation of volunteers, as well as buy them tickets, or order transportation services to the place of volunteering.

Law of Ukraine “On Charitable Activities and Charitable Organizations”

The Law of Ukraine “On Charitable Activities and Charitable Organizations” regulates the relations that arise in the process of providing and receiving volunteer assistance. Understanding the basic rules of the Law helps a volunteer specialist to adapt volunteers to the specifics of volunteering in a charity.

It is worth noting that the vast majority of volunteers have a rather poor understanding of the intricacies of the legislation and of how NGOs operate in Ukraine. It is the responsibility of the volunteer specialist to create the right conditions under which the volunteer can provide his or her volunteer assistance and learn more about how the public sector works.

Defining the areas of charitable activity in Ukraine is an important component of the Law of Ukraine “On Charitable Activities and Charitable Organizations”.

Pursuant to the Law, there are **15 main areas of charity**:

- education;
- health care;
- ecology, environmental protection and animal protection;
- prevention of natural and man-made disasters and elimination of their consequences, assistance to victims of catastrophes, armed conflicts and accidents, as well as refugees and persons in difficult life circumstances;
- guardianship and custody, legal representation and legal assistance;
- social protection, social security, social services and poverty alleviation;
- culture and art, protection of cultural heritage;
- science and research;
- sports and physical culture;
- human and civil rights and fundamental freedoms;
- development of territorial communities;
- development of international cooperation of Ukraine;

- stimulating economic growth and development of the economy of Ukraine and its individual regions and increasing the competitiveness of Ukraine;
- promoting the implementation of state, regional, local and international programs aimed at improving the socio-economic situation in Ukraine;
- promoting the country's defense capability and mobilization readiness, protecting the population in peacetime and martial law emergencies.

Summary

- Anyone can become a Caritas volunteer, regardless of age, gender, political or religious beliefs, nationality or social status.
- Most Caritas volunteers are involved in charitable initiatives aimed at providing guardianship and care, health care, social protection and the provision of social services.
- Volunteers provide their assistance both on a permanent basis (for example, as a social worker's assistant or social wardrobe administrator) and by temporarily participating in individual charity events, activities and projects.
- Volunteers who join on a regular basis usually sign an agreement for volunteering. The contract clearly outlines the responsibilities and duties of the volunteer, as well as how and how often the volunteer provides assistance.
- The organization is responsible for creating a safe environment for volunteering. If available, the organization can reimburse the volunteer for travel, accommodation and meals. To recognize the contribution of and thank the volunteers, the organization may give letters of recommendation, letters of thanks, certificates and other documents that confirm the volunteer experience.
- One of the common forms of involving volunteers into Caritas activities is the organization of street campaigns to raise charitable funds, stationery or other goods to help the needy. Volunteers in pairs or mini-groups present Caritas activities and invite locals to support the project with their own charitable contributions.
- Students in major specialties (for example, social work and psychology) can undergo internships in Caritas projects. In this case, Caritas enters into a standard contract with the university, which directs students to internships. During the internship, students have a clearly defined schedule and tasks assigned to them by the organization.

Volunteer management

What is volunteer management?

Faith is the foundation and driving force of social ministry. At the same time, for sustainable and efficient work, the social ministry must be organized, systematic and professional. To achieve this, it is necessary to build a system of volunteer management, through which different people and groups of people will have the opportunity for meaningful personal participation in solving social problems.

Involving and coordinating volunteers is something that makes it difficult to imagine the work of a charity. Supporting the neediest social groups, organizing charitable actions and events, raising funds and equitable distribution of humanitarian aid – all this, of course, can be implemented through the efforts of Caritas employees. However, it is the participation of volunteers, their support and assistance that allows the organization to achieve better results: to build close ties with beneficiaries and learn more about their lives, to see previously unnoticed problems and to be flexible in responding to challenges.

Involving and building long-term relationships with volunteers is an important component of Caritas' work. It does not matter what skills, professional knowledge or life experience a person has when they first come to a volunteer event or meeting. Through volunteering, it can unleash her potential to help those in need.

The volunteer management is at the heart of working with volunteers involved in Caritas activities. It is a managed system of engaging, coordinating, motivating, and building lasting relationships with people that enables them to grow through meaningful personal participation in improving community life and helping others.

Many believe that the purpose of volunteer management is to meet the organization's need for "additional hands" or "manpower" that can participate in project implementation. However, this is far from the truth. Despite the large number of stereotypes about the word "management", it is the management of volunteers (i.e., management, coordination of work) that makes their participation in social projects meaningful, useful, effective, long-lasting and enjoyable – both for the volunteers involved in the project and for the organization that attracts them.

The purpose of volunteer management is to build a stable relationship between the organization and the volunteer community, allowing us to jointly and effectively achieve the goals and social changes that the organization seeks.

Quality volunteer management:

- reduces the burden on employees of the organization;
- meets expectations and meets the needs of the volunteer;
- meets the needs of project managers and organizations;
- increases the efficiency of the organization and the amount of assistance provided;
- promotes the formation of a friendly volunteer community around the organization;
- helps to form a personnel reserve and train future specialists;
- enables the volunteer to increase their competencies and gain valuable personal and professional experience.

This approach provides volunteers with an opportunity to gain personal experience of participating in socially important initiatives. The positive experience of volunteering stimulates them to further activities: both within Caritas and with other public and charitable organizations, youth centers, government agencies, in the parish and in the community.

When the organization successfully organizes work with volunteers, **the activities of volunteers become:**

- **socially useful:** volunteers participate in projects and activities that have a social effect. This can be either humanitarian aid or social canteen support, or administrative assistance at

a Caritas office – it is important that this activity changes for the better. Volunteer coordinators should help volunteers see the connection between their personal contribution, often small, and the positive changes that the organization has achieved.

- **meaningful:** volunteers invest their time, effort and talent in solving specific social problems. They should not be seen solely as unskilled helpers who can do tasks for which employees lack time. Many volunteers can offer the unit unique competencies, professional knowledge and a fresh look, which employees often lack.
- **long-lasting:** although each volunteer chooses how much time and with what regularity he can help, it is the maintenance of constant contact with the organization that allows the volunteer to feel oneself being needed and valuable. The Volunteer Coordinator should remind volunteers that they do not have to volunteer every day to be part of the Caritas community. In some periods of life – such as the examination period for many students – a volunteer may pause his or her volunteering. At such times, it is important for each volunteer to feel what is expected of them when the time and opportunity to engage reappears.
- **effective:** despite the common stereotype, the work of volunteers should not replace the work of employees of the organization or government agencies. The task of volunteers is to support and strengthen the work of Caritas employees. When selecting tasks for volunteers, it is important to consider the principle of efficiency – that is, to look for those tasks that volunteers will help to achieve greater results.
- **pleasant:** volunteers should feel pleasure and joy from their participation in the volunteer project. The basis for this, of course, is the safety and comfort of the volunteer during briefing, and briefing and direct participation in the volunteer activity. The facilitator should ensure safe conditions during the volunteering: make sure that the volunteer has the necessary materials (protective equipment, food, map of the area, etc.) and feels comfortable. The other side is the general atmosphere during volunteering. As it promotes warm communication, support, and productive collaboration, volunteers seek to return to the organization again and again.

An important component of volunteering is equality, respect and empathy for the person receiving assistance. The beneficiary should not feel humiliated because the other person should take care of him. On the contrary, the involvement of both the volunteer and the recipient of assistance in the dynamics of relationships guarantees a lasting effect of volunteering.

Who is responsible for working with volunteers?

Volunteers are an integral part of the large community that forms around Caritas. This community includes dozens of different people, each of whom comes to Caritas with their own motivations and aspirations:

- someone accidentally learns about the organization from acquaintances or during a street event, so he wants to learn more about how it works and in what areas it helps;
- someone needs material or social support, so he comes for help;

- someone seeks not only to receive help from Caritas, but also to join the work of the organization, at least a little;
- someone comes to receive a thank you note or a certificate of volunteerism that can be used during a future job application or internship;
- someone consciously comes with a desire to serve and be useful to others.

Most Caritas **have no clearly defined and uniform volunteer teams**. Very different people become volunteers, each of whom decides to offer his help to the organization for his own motives. That is why it is important to form an equal, open and positive attitude towards everyone who joins the community of the organization.

Creating such an environment is the responsibility of all Caritas employees, not just the project manager or volunteer.

Expectations from Caritas employees in their relationship with volunteers:

- friendly attitude as equals;
- meaningful and diverse tasks and tasks;
- clear, understandable explanations and rules, clear coordination of work;
- information, support and training;
- providing access to the resources required to carry out their work;
- provision of relevant load;
- recognition of the importance of volunteer work.

It is important that employees at different levels are aware of the following:

- the work of volunteers is free but no less valuable than if it were paid;
- it is important to provide volunteers with tasks that would meet their expectations and abilities, as well as harmoniously develop the potential of each volunteer;
- systematic coordination of volunteers' work – the key to success and long-term cooperation with volunteers.

Distribution of roles in working with volunteers

Each Caritas is special, so the internal structure and distribution of roles in working with volunteers is also different. Usually, most of the functions related to the involvement, coordination and motivation of volunteers are assigned to the **project manager** or the **volunteer specialist**, if such a position is provided by the staff list.

When developing a volunteer program, it is important to answer three questions:

- What goals and results in working with volunteers do we want to achieve in the next period (six months/year/etc.)?
- How much resources (effort, time, money) do we have to invest in working with volunteers to achieve these goals?
- Given the other activities and challenges facing us, how will we distribute responsibilities within the organization to implement these plans?

The discussion will likely reveal that, in order to achieve the goals, it is necessary to attract **more resources** than the organization currently has. If this is not achievable in the short term, the goals of the volunteer program should be reviewed and modified. A common mistake when designing volunteer programs is to overestimate the performance when planning to work with volunteers because at the planning stage it seems that the involvement or retention of volunteers does not require much time. However, in practice, you also need to keep in mind the other areas of responsibility that the project team has and plan accordingly.

It may turn out that **none** of the employees is **interested** in working with volunteers. In this case, you should look for a person who is interested in this area, among the community of the organization, beneficiaries and people who regularly participate in activities and follow the organization's work on social networks. This can be either a paid employee joining the organization's staff or a volunteer who is willing to take responsibility for working with volunteers with the support of the project manager or unit.

In many Caritas centers, this function is taken over by volunteers who are active parish assistants or former beneficiaries, like to socialize and have free time (for example, students or the elderly).

"When I come to Caritas, I feel myself young again. I can go through clothes for hours, clean up, and I don't even need anyone around. And then I see a person come whom I show around and help choose everything he or she needs. I like that I can be a manager for myself and help people."

Volunteer of the Social Wardrobe project, 72 years old

Distribution of responsibilities

Position title	Tasks in working with volunteers
Head of organization	<ul style="list-style-type: none"> • Set the motion vector of the organization and projects • Inspire the team and volunteers with your example • Remind volunteers of the value of their work • Support volunteers in times of crisis (pandemic) • Monitor community needs and identify who may need volunteer help • Pass on to colleagues the contacts of promising potential volunteers (in particular, from the parish) • Reward the most active volunteers
Project Coordinator	<ul style="list-style-type: none"> • Analyze the need for volunteers: how many people are needed, what skills they need to have and what kind of work to do • Gather contacts of people interested in helping • Conduct project presentations and group meetings with volunteers (briefings, dating meetings) • Collect feedback from volunteers and partners

Volunteer Specialist	<ul style="list-style-type: none"> • Form and approve a volunteer program • Collect inquiries from colleagues about where volunteers need help and what it is • Conduct training meetings for colleagues on how to work with volunteers • Distribute volunteer search ads • Conduct interviews and select volunteers • Conduct meetings and briefings for volunteers • Support volunteers who need extra attention (due to mental or physical characteristics) • Maintain a volunteer contact base • Issue letters of thanks, letters of recommendation • Inform volunteers about important news • Conduct mailings or moderate volunteer chats • Collect feedback on volunteer experience • Evaluate and collect performance data
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The position of a specialist in working with volunteers is desirable for the organization of quality work with volunteers. However, most often its functions are performed by the project manager. In this case, it is important to clearly **identify the need** for volunteers for the project, and to set aside weekly working hours to communicate with the volunteers.

It is important to always **keep in touch with the leader of the organization**, who can support, inspire and set an example for volunteers. Organizations where the leader meets with volunteers at least once a month have much more effective volunteer teams than those where such meetings do not take place.

Volunteer Program

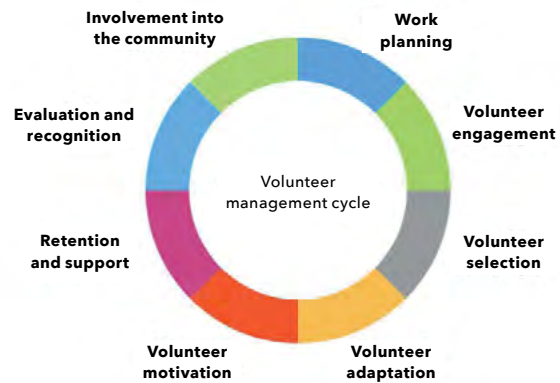
The volunteer program is a purposeful and managed activity aimed at attracting volunteers to the implementation of socially important projects and programs of Caritas. Most often, the volunteer program is part of a broader program or project plan that determines how and to what extent Caritas will attract volunteers.

The volunteer program:

- is based on the values and principles of the organization
- has clear goals and results to be achieved
- provides activities for volunteer management
- has its own budget and necessary resources
- is limited in time (starts and ends)

Caritas volunteer programs can cover both the implementation of a specific project – for example, the involvement of volunteers in a children’s center – and the organization’s activities in general. Employees of different levels can participate in the creation and implementation of volunteer programs: center managers, project managers, specialists at various levels, social workers, lawyers, as well as employees responsible for financial management and accounting of projects.

At the heart of any volunteer program is a certain sequence of activities aimed at attracting and building friendly and effective relationships with volunteers. In general, these activities form a volunteer management cycle – one of the main tools of every volunteer.



The volunteer management cycle



The volunteer management cycle is a universal tool used in the development and implementation of volunteer programs. It sets out what activities the organization needs to take for the “volunteer path” to be clear, consistent and to help the volunteer participate meaningfully in Caritas programs.

The cycle of volunteer management consists of eight consecutive stages:

- Work planning
- Volunteer engagement
- Volunteer selection
- Volunteer adaptation
- Volunteer motivation
- Volunteer retention and support
- Evaluation and recognition
- Community involvement

Each stage of the cycle is a logical continuation of the previous one: if at the planning stage the specialist determines the goals and objectives, as well as the required number of volunteers to be involved in Caritas during the program, then at the stage of involvement this information becomes essential in forming a communication campaign. Another example: the better a volunteer is adapted (that is, understands how the project he or she joins works and what his or her expectations are as a volunteer), the easier it will be for him or her to volunteer.

What happens at each stage?

Let us briefly consider what exactly happens at each stage of the cycle and what activities should be considered when forming a volunteer program.

1. Work planning

Planning is the stage from which work with volunteers for the organization begins. At this stage, it is necessary to form an understanding of what the volunteer should do, what functions to perform, to analyze who and how will coordinate the work with volunteers.

Questions to analyze at this stage:

- How many volunteers do we need to implement the project?
- What will the volunteers do? What functions to perform?
- Who on our team will work with them?
- How much money and time should be devoted to volunteers?
- How will working with volunteers benefit our organization?
- How will the volunteers benefit from participating in our project?
- How will the community benefit from the implementation of this project with the participation of volunteers?

Most Caritas centers already have experience in recruiting volunteers. An important component of the planning phase is the identification of those volunteers and their recruitment practices that have taken place before. It is likely that volunteers who joined earlier, but for various reasons have stopped participating, will be able to help form and implement a new volunteer program.

2. Volunteer involvement

Involving volunteers is the process of informing potential volunteers about opportunities to participate in Caritas programs and projects. At the stage of involvement, it is necessary to form a description of a potential volunteer or volunteers, as well as to plan and implement a communication campaign to find and attract them.

Questions to analyze at this stage:

- What kind of volunteer are we looking for? What should he be able to know?
- Which volunteer is not right for our organization?
- What personal qualities should “our” volunteer have?
- What professional skills should “our” volunteer have?
- What social networks do potential volunteers use?
- What should we say or write for a volunteer to apply to our organization?

3. Volunteer selection

At the selection stage, it is necessary to analyze all applications received from potential volunteers. This stage allows choosing, among all those interested, those volunteers who will be useful for the organization, and accordingly, volunteering will also be useful for them. At the selection stage, tools such as analysis of questionnaires and cover letters, test assignments, meetings and interviews with volunteers are usually used.

Questions to analyze at this stage:

- How many volunteers are we willing to invite to our volunteer team?
- How do we know which of the volunteers who applied are suitable for Caritas?

- What tools can we use to find “our” volunteers?
- Do we need to hold additional meetings to select “our” volunteers?
- How do we notify volunteers we cannot invite to join the team? What else besides volunteering can we offer them?

4. Volunteer adaptation

Adaptation of volunteers is a process of preparing them to participate in the project. Like any other activity, volunteering requires a certain level of training: understanding what Caritas does and what values it professes, getting to know the team and the project volunteers.

At the adaptation stage, it is necessary to make the volunteers feel themselves as part of the organization and to provide them with the knowledge and resources needed to provide volunteer assistance. To do this, the organizers can hold briefings and informal meetings to introduce volunteers to each other, as well as create “volunteer quick reference cards”, conduct lectures and trainings, individual meetings.

Questions to analyze at this stage:

- How do we involve the volunteer in the life of the organization?
- What should a volunteer know and be able to do before volunteering?
- What do we want to know about the volunteer and what should he know about us?
- How should a volunteer act during volunteering?
- Why should we train a volunteer to be more effective?
- What skills, knowledge and competencies do our volunteers lack?
- What documents should we provide to the volunteer to make him or her feel confident?
- Do we need to sign any official documents with the volunteer?

5. Volunteer motivation

Usually, when volunteers have just joined the project, their motivation is high. In the process of volunteering, participants may face different situations, due to which motivation can change. Therefore, the organizers must support the volunteers and create opportunities for their self-realization through participation in the project.

Questions to analyze at this stage:

- Why do volunteers join our project or organization?
- What can we do to keep our volunteers motivated?
- What things of what we do can demotivate volunteers?
- What signs of attention and appreciation do volunteers receive during volunteering?
- What can Caritas do to make our volunteers feel valuable?

6. Retention and support

Regular retention and support by the organization help volunteers feel a permanent connection with Caritas and a greater level of responsibility for what they do. Volunteering can lead to situations in which volunteers are not prepared, so liaising with a volunteer coordinator or other Caritas staff member is perhaps the most important tool for quality volunteering. The coordinator can not

only suggest how best to act in a given situation, but can also prevent the exhaustion and burnout of volunteers, and potential conflicts with beneficiaries and partners.

Questions that need to be analyzed at this stage:

- How (where and how often) do we communicate with volunteers?
- Who on our team has volunteer contacts and an understanding of what each of them does?
- How do we monitor the mood and well-being of the volunteer?
- How do we resolve conflicts and crises?
- How do we communicate with volunteers during events?
- What do we do if a volunteer looks exhausted and tired?

7. Evaluation and recognition

Evaluating work with volunteers is important both for the organization, which through feedback raises the level of its work, and for volunteers for whom it is important to understand whether their work was valuable and what results they and the volunteer team managed to achieve together. At the stage of evaluation and recognition, the organizers summarize the results of the volunteer project and note the contribution of the volunteers.

Questions that the organization should analyze at this stage:

- How do we evaluate the volunteer's work and our work with him?
- How do we sum up and thank the volunteers?
- Do we issue diplomas or certificates to volunteers?
- What meetings do we hold to celebrate the results?
- How do we say goodbye to volunteers?

8. Community involvement

Often after the project has been completed, volunteers expect an invitation to participate in other initiatives. That is why the final stage of the volunteer management cycle is not saying goodbye to the volunteer, but it is his involvement into the community and the environment that forms Caritas. Having gained experience of volunteering at Caritas, a person can not only help in the future, but also can become an ambassador of the organization: disseminate information about Caritas programs among their acquaintances, participate in public events represent the organization and help with administrative activities. The stage of involving volunteers in the community is based on mutual trust, informal communication, and the belief that a volunteer can be not only a helper but also a part of Caritas' life.

Questions to analyze at this stage:

- How do we liaise with volunteers between projects and events?
- How often do we hold meetings for volunteers: both those who help us now and those who have helped before?
- If the volunteer is not suitable for Caritas for various reasons, what other organizations and initiatives can we recommend to him?
- How can volunteers who are no longer willing to help us become more aware of what Caritas is doing and join in the future?

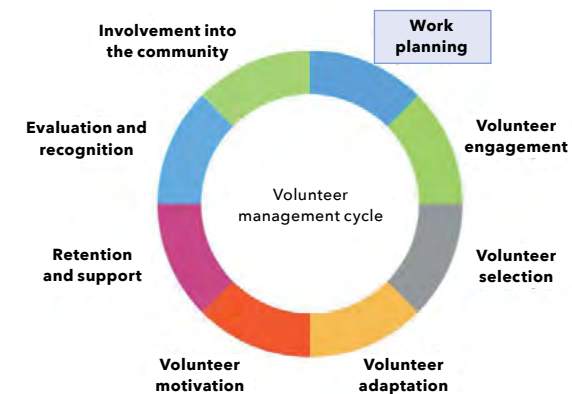
- What else can a volunteer do to support our activities?

The volunteer management cycle is a universal tool that may seem too complex and large at first. However, each Caritas chooses how large or narrow the work with volunteers should be.

When developing a volunteer program, it is important to follow three basic rules:

- **Do not create a “vacuum program”.** Working with volunteers is part of the wider activities of Caritas, so it should be based on what the organization does, what planned programs and projects it has.
- **Do not skip any of the steps.** It is worth balancing the number of activities and the activities that need to be included in each of the stages. However, one or more steps should not be skipped, as they logically continue and reinforce each other.
- **Do not set sky-high goals.** Working with volunteers requires consistency and a systematic approach, so it is better to set smaller goals and objectives on which to build the team's competencies in working with volunteers than to take on too much workload, which will discourage the desire to involve volunteers in the future.

Planning



Work planning is a key to the success of any project activity, and volunteering only confirms this statement.

For the successful development of a volunteer program, it is necessary to:

- develop a clear idea of what tasks the organization plans to involve the volunteers with;
- determine what the role of volunteers will be for each specific area of the organization;
- find the most appropriate activities for volunteers, taking into account the needs of the organization, beneficiaries, the volunteers themselves and other stakeholders (for example, the administration of the educational institution);
- determine how many volunteers are needed for a particular activity;
- anticipate and minimize possible risks associated with the involvement of volunteers;

- determine what kind of training and support volunteers need to perform certain tasks, as well as to support their motivation;
- identify what resources are needed to enable volunteers to carry out their activities and ensure that these resources are available.

Planning a volunteer program consists of 5 steps:

- determining the need for volunteers
- analysis of expectations and prejudices
- formation of goals and objectives
- formation of the program budget
- creation of volunteer roles

Investing time in the analysis and development of a quality volunteer program can prevent many problems with volunteers that may arise during the implementation of the program.

There are dozens of tools that allow a volunteer to create a volunteer program. However, the most important thing is to **involve** not only the project manager, but also all employees who will interact with volunteers in the future.

Creating an open and sincere attitude towards future volunteers among Caritas employees is the responsibility of the person who develops the volunteer program. To do this, it is necessary to understand what prejudices and fears about volunteers colleagues have, and to create a common information field for an exchange of views and discussions, for example, to hold several meetings on expectations from volunteers, or a moderated discussion about what volunteering is and what role it plays in Caritas.

Identifying needs

The first step in developing a volunteer program is to identify (determine) the needs of the organization or project in volunteers. At this step, it is necessary to understand what kind of volunteers Caritas will need in the near future, what skills they will need to have, how many people will need to be involved, and what functions they will perform.

In order to determine the needs of the organization in the volunteer program, it is necessary to:

- 1) Determine the level of work with volunteers: organizational or project.
- 2) Analyze the current state of affairs.
- 3) Collect expectations from project managers and other colleagues.
- 4) Identify current and future needs for volunteers.

Step 1. Determine the level of work with volunteers

Determining the organization's need for volunteers can take place at two levels:

→ At the organization level

The need for volunteers is determined at the level of all Caritas to maintain its sustainability and further development. Taken into account are not only projects that are currently being

implemented but also non-project activities (for example, administrative activities or work with individual social groups).

→ At the project level

At the project level, the goals and expected results of a specific project are taken as a basis. Through participation in a specific project, volunteers learn about Caritas, its mission and values.

Step 2. Analyze the current state of affairs

Objective expectations from working with volunteers are expectations that are provided by broader strategies or project agreements. For example, when attracting funding for a children's center project, the need to involve volunteer psychologists may already be identified. In this case, the task of the volunteer specialist or project manager will be to implement what was provided for in the project agreement.

To analyze the current state and expectations of the volunteer program, it is necessary to review the existing program documents (strategic vision of the organization, roadmap of planned activities, project agreement, etc.). This is done to analyze **what results** Caritas should achieve and **in what timeframe**. The next stage of the analysis: to understand what kind of activities we can involve volunteers in, what competencies and knowledge we need to find in addition among volunteers and what amount of involvement is required from volunteers.

In addition to document analysis, it is also important to analyze Caritas' **previous experience** in involving volunteers and the **environment** around Caritas. Usually, at this stage, it turns out that a significant number of people who have not yet participated in Caritas programs are interested in trying themselves as volunteers. Valuable resources are those volunteers who have previously participated in the implementation of volunteer projects in the field of social ministry, as they can bring not only their unique skills, but also their personal experience that will be useful in shaping the next program.

A common mistake is when the volunteer program is based **only on objective indicators** defined by the project. Working with volunteers involves a lot of personal communication and the involvement of the "human factor", so without analyzing the subjective expectations and prejudices within the Caritas team about volunteers, there is a great risk of creating a program that will not work effectively. Therefore, the second tool for identifying the need for volunteers is subjective. It is recommended to combine both tools to effectively build a volunteer program.

Step 3. Record expectations from project managers and other colleagues

The next step is to collect expectations from Caritas employees to attract volunteers. At this stage, the project coordinator or volunteer specialist invites colleagues from different departments to discuss together the value of volunteering for Caritas.

Successful practice is that when the **first discussions are initiated by the head of the organization**, setting the vector and emphasizing the importance of the ministry and mutual assistance to maintain the spirit of Caritas. The personal example of the center leader inspires employees to value and support working with volunteers.

During joint discussions, employees of different departments can share their **expectations** (desires and needs) and **prejudices** (fears) about volunteers. It is important to ensure that each employee has the opportunity to express not only their wishes, but also the fears, mistrust and prejudices they have about future work with volunteers. The list of expressed prejudices will be useful during the formation of the volunteer program: it will prevent future conflicts and better plan the involvement of volunteers in the work of the center.

In addition to joint meetings, you can hold short face-to-face meetings with key staff to invite them to jointly generate ideas for a future volunteer program.

Step 4. Identify current and future needs for volunteers

Determining the level of work with volunteers, analysis of planned activities and communication with colleagues provide a large amount of information on which projects and to what extent volunteers can be involved. Based on this, the volunteer specialist develops a list of different opportunities for volunteers and the needs of the organization. However, the final step is to review this list to identify current and future needs for volunteers.

Current needs are those volunteers who should be involved in Caritas' activities as a matter of priority. They will also include more and lesser priority roles, depending on how acute the need for volunteers is. Current needs are those volunteers around whose search and adaptation a volunteer program will be formed.

First, the specialist involves those volunteers without whom the project will not be able to be implemented (or will be implemented insufficiently). Some volunteer roles can be open for a long time – for example, the role of a photographer for a culinary school. This need is not critical for the project, but if Caritas were approached by a person with appropriate skills, it would be good to involve it in the team.

Future needs are those volunteer roles that are not a priority and relevant at the moment but which may appear or be useful in the future. For example, a new activity may be launched in a project that will require the involvement of volunteers. Another example: when the project involves scaling to other areas of the city or region, and this will require the involvement of volunteers.

Expectations analysis

Analysis of the organization's needs in working with volunteers is the first important step in building a volunteer program. However, identifying needs will not be complete without understanding the expectations of the volunteers involved in the organization and the expectations of the community – those around Caritas, applying for or supporting projects.

Volunteering expectations

Volunteering expectations will vary significantly depending on the environment in which Caritas operates. Therefore, during the analysis, it is important to hold meetings not only with Caritas employees, but also with volunteers, partners, beneficiaries and everyone who is involved and interested in the development of Caritas. You can use short questionnaires, individual and group meetings, and informal conversations (for example, during joint meetings) to gather information.

Here are just a few examples of volunteering expectations at Caritas that people can name:

Volunteers (people engaging with and assisting Caritas)	Community (beneficiaries, partners, church community)	Caritas (head of the organization, departments' employees)
<ul style="list-style-type: none"> I will gain a valuable and unique experience I will feel needed and valued I will have a good time with people who understand me We can do what no one else is doing We will help children not to feel lonely and support those in need We will be able to help this particular person / solve this particular problem that worries me 	<ul style="list-style-type: none"> more people learn about Caritas through volunteers more people will receive targeted assistance Caritas will be able to raise more money for good deeds for the community young people who volunteer at Caritas will become better, more active and more valuable new social services will appear in the community Caritas will further fulfill its social mission 	<ul style="list-style-type: none"> volunteers will help us during the events volunteers will do what we have not had time for a long time volunteers will help with communication support / articles / website / etc. volunteers organize themselves to work volunteers will make their own projects, and we will support volunteers will bring new volunteers to us volunteers are our future employees

Fears and prejudices

During meetings with colleagues, volunteers or the community, fears or prejudices about working with volunteers may arise during the conversation. The professional should take these fears into account and appeal to them during meetings. The following are examples of fears and prejudices that Caritas volunteer professionals often face and how to respond to them.

Fears and prejudices	Possible reaction
Ми витратимо на волонтерів багато часу, а вони підуть від нас.	If we train volunteers well, they will be with us for a long time and will be able to significantly strengthen our work.
Volunteers will gain access to confidential information and do worse to our beneficiaries.	Volunteers will not have access to the contacts of our beneficiaries. Volunteers who have such access sign a volunteering agreement, so we know exactly what kind of volunteers they are and what they do.

Volunteers just like to communicate, and when you have to work, there is no one.	Before the start of the campaign, volunteers will receive a quick reference card with details and take part in the briefing, so most will be prepared for the work that awaits them.
Volunteers require a lot of attention.	This is true. You do not have to communicate with them 24/7, you can just work in an office where no one interferes with concentrating on work.
If a volunteer does my job, then what will I do?	Volunteers do not compete with Caritas employees, but help them achieve greater results. Thanks to the participation of volunteers, we will be able to improve our results.
We ourselves do not have time for anything, and here we still need to spend time on volunteers.	Indeed, volunteers need to spend time to teach everything we need, and then they will be able to help us with those specific tasks that we do not have time to do well and on time.
Young people (volunteers) are not as valuable and loyal as we are.	Volunteers join our activities voluntarily, so it is worth appreciating. For many of them, it is an opportunity to enter a new environment with ministry and mutual aid values.

Targets and objectives

The formation of goals, objectives and expected results of the volunteer program is an integral part of the planning stage.

The goal is the ultimate ideal result that we must achieve by implementing a volunteer program. The goal or goals of the program should answer the question “What will we achieve in working with volunteers within this program?”

The goals of the volunteer program can relate to various aspects of working with volunteers: involving a certain social group in volunteering, creating a new volunteer opportunity, scaling up the existing program, improving certain aspects of working with volunteers, and so on.

Tasks are specific steps to achieve goals. The tasks of the volunteer program should answer the question “What are the main steps to be taken to achieve the goals? Without what steps will we not be able to achieve these goals?”

The expected results are what should result from the volunteer program. The expected results answer the question “What will we get if we implement everything planned?” The expected results help to focus and direct our activities with volunteers.

The goals and objectives of the volunteer program must be **achievable and in line** with the overall development strategy of Caritas. Therefore, after the formation of the volunteer program plan, it is necessary to present it to the center manager and key project managers. A volunteer specialist

cannot create a volunteer program without combining it with the mission, priorities and activities of the entire organization.

Goals and objectives also set **strategic priorities for working with volunteers**. In other words, in determining what Caritas will focus on in working with volunteers, we also identify those aspects that are **not a priority** in the near future. This is extremely important because we can achieve the expected results only with a clear focus.

Domino effect

Volunteer management often uses the term **“domino effect”**. This means the volunteer programs that do not have clearly defined goals and objectives, and strategic priorities, respectively.

When an organization does not have clear goals and objectives, this leads to the following...

- The organization is looking for volunteers without a clear description of the responsibilities assigned to the volunteer. Announcements often mention “helping people” and “supporting those in need”, but there are no specifics. In turn, this leads to the following ...
- The organization engages in volunteering all those who want to help, regardless of whether the person can really provide the necessary support. In turn, this leads to the following...
- Volunteers do not really understand what awaits them, so they come to the organization with a variety of their own expectations, hopes and aspirations (which, of course, often do not meet what is actually waiting for them). In turn, this leads to the following...
- Volunteers are perceived as nice people who want to help. However, no one fully understands his or her real ability, skills and expectations. In turn, this leads to the following ...
- Volunteers receive various tasks (mostly those that do not require significant effort or high competencies). Most of the tasks volunteers receive from the volunteer coordinator. In turn, this leads to the following ...
- The volunteer specialist spends most of his or her time distributing, monitoring, and explaining the tasks assigned to volunteers. The contribution of volunteers is calculated in the hours or activities in which the volunteer participates, and not in the actual contribution, practical and quality results of his work. Volunteers who take part in all activities and are always willing to help receive the most recognition when approached by a coordinator. In turn, this leads to the following ...
- The most competent volunteers leave because they feel they are wasting their time and can be more useful in another organization. In turn, this leads to the following ...
- No one in the organization feels a strong connection with the volunteers and the importance of their contribution to the common cause. Therefore, it is not surprising that in such a situation...
- The volunteer specialist feels pressure from colleagues. Many tasks of volunteers he performs himself, because he can not properly organize the work of volunteers. Of course, in such a situation, the specialist does not have time to do everything necessary, so he is forced to justify why certain activities did not take place, and report on quantitative indicators, without paying attention to quality ones. The unit manager and project managers do not see bright results from working with volunteers, so they think of other tools that can help implement projects.

This “domino effect” often occurs in those organizations that miss the planning stage and immediately announce the recruitment of volunteers. To avoid this, it is necessary to analyze in detail what are the expectations, prejudices, previous experience, and the need to involve volunteers in the work of Caritas.

The domino effect is often frustrating and greatly reduces the desire to work with volunteers. However, it can **work in the opposite direction**. When an organization begins to work with volunteers to form clear, relevant, and meaningful goals, it is much easier for it to find people for whom Caritas volunteering will be exciting and rewarding. Volunteers will have a strong motivation of their own, which will encourage them to take more responsibility, make decisions and offer ideas for project development. This will lead to greater cooperation between volunteers, as well as volunteers and Caritas staff.

Employees who see volunteers reinforcing their programs will be more motivated to engage volunteers in the future, and the most experienced volunteers will become competent Caritas staff or volunteer project leaders.

Center leaders who see strong interaction between volunteers, staff, and beneficiaries will be the best ambassadors and advocates for volunteering. Caritas will be able to involve not only different people in volunteering but also additional funds for the implementation of volunteer programs because successful work with volunteers will quickly become known both in the environment where Caritas works and in other environments.

However, of course, volunteers will feel the importance of their own contribution when they see the changes for the better, in which they are involved.

A similar **positive effect** is already observed in Caritas centers, which managed to get back on track with volunteers.

- **Rectors, deans and university professors** actively involve students in internships in Caritas projects.
- **The National Police, local NGOs and charitable foundations** actively offer volunteer assistance and joint projects.
- **Local businesses** provide charitable contributions not only to for targeted assistance but also to support volunteers (purchase T-shirts, organize lunches, prepare gifts for the International Volunteer Day).
- **Beneficiaries who have previously received assistance from Caritas** join as volunteers and undertake the administration of various initiatives, as well as assistance in the administrative department.

Finally, the work of volunteers inspires them to take more responsibility – in particular, to expand the geography of Caritas to new cities.

Volunteer Program Budget

Volunteering is a non-profit, voluntary and socially useful activity aimed at solving or mitigating a social problem. However, although the work of volunteers is not paid, an important component of the volunteer program is its budget and the cost of attracting, coordinating and motivating volunteers.

Not every project application allows you to invest in the costs associated with the coordination of volunteers. Moreover, at the time of applying for funding, there is often no clear understanding of how many volunteers are planned to be involved and what cost items are expected.

Professionals working with volunteers should consider the requirements for the organization's and project's budgets when planning a volunteer program.

In particular, funds for work with volunteers can come from **various sources**:

- budgets of programs and projects;
- charitable contributions from individuals;
- charitable contributions from legal entities;
- organizational fees at events;
- funds raised during fundraising events.

Caritas volunteer partners are often local entrepreneurs who can provide gifts to volunteers, print handouts (free of charge or at cost), and provide food, T-shirts, coffee and other necessary resources. The greatest support for volunteer programs is usually provided by those businesses whose leaders have personal experience of volunteering and positive impressions of interaction with Caritas.

When budgeting a volunteer program, one should start from **the principle of gratuitousness**, according to which a volunteer **cannot be paid** for his work, but he also **should not invest his own funds** in providing volunteer assistance.

Good practice among organizations that involve volunteers is:

- reimburse travel expenses to the place of the volunteer action;
- order a comprehensive meal for volunteers;
- reimburse living expenses if the place of volunteer assistance is located elsewhere;
- order snacks and water for volunteers who take part in street actions;
- give the volunteer branded clothes: T-shirts, caps, badges, masks, etc.;
- at the end of the project, to organize informal parties for volunteers (picnics in nature, joint tea parties and watching movies);
- give the volunteer printed certificates, letters of thanks and letters of recommendation.

In some cases, organizations pay for volunteers' insurance. In particular, if volunteer assistance is provided in potentially dangerous areas.

Resources to implement volunteer programs

When developing a volunteer program, it is important to take into account all the resources needed to implement it. In general, resources in volunteer management are divided into financial, material, personnel, information, and technical ones.

Resource type	Short description
Financial resources	Costs that will need to be incurred to attract and coordinate volunteers. They usually include the cost of travel, accommodation, meals for volunteers, transportation costs (transportation during volunteer activities), etc.

Material resources	Costs needed to encourage and support the motivation of volunteers, as well as the recognition of the most active volunteers. Usually include the cost of printing T-shirts, badges, cups, bags and other symbols with the Caritas logo.
Human resources	The need to involve other colleagues from the organization or partner organizations to implement the volunteer program. For example, the need to involve the head of the center for a motivational meeting with volunteers, a psychologist, an accountant, a lawyer, etc.
Information resources	Costs associated with disseminating information to attract volunteers. May include the cost of producing promotional materials (photos, videos, etc.), distributing them on social networks, organizing a press conference for the media, etc.
Technical resources	The cost of providing the volunteer with all the necessary technical tools and means of communication. May include payment for communication or Internet access, setting up access to beneficiary databases, etc.

During the volunteer program, it is important to keep in mind that one of the tasks of a specialist who involves volunteers is to provide **safe and comfortable conditions** for volunteering.

For example, if a summer street campaign is planned under the program, make sure that volunteers are warned in advance about the need to take a hat and sunscreen. Otherwise, the volunteer coordinator needs to organize these things for the volunteers. Similarly, during street events in winter, it is important to plan the logistics so that after the event volunteers can go to the office or another location to warm up and drink tea. Usually, the financial costs of ensuring the safety of volunteers are not high, but their absence immediately repels some volunteers. Therefore, it is important to consider this when forming a budget.

Creating volunteer roles

A volunteer role is a description of the area of responsibility, the scope of tasks, as well as the necessary competencies and working conditions of a volunteer in a project or organization. Typically, each center has two to ten different volunteer roles; for example, a volunteer photographer, a volunteer designer, a social worker's assistant, a street action volunteer, and so on.

In other words, the volunteer role is a "job description" of the volunteer. Although a volunteer does not receive funding for his or her activities, he or she must have a clear understanding of the areas and limits of his or her responsibilities, the conditions for providing and reporting on volunteer assistance. For the volunteer coordinator, the volunteer role description is a tool that helps to clearly build expectations and the format of interaction with the volunteer.

Why it is important to describe volunteer roles in writing?

- At the planning stage, this document helps to identify the areas of responsibility that the volunteer should undertake and outline the areas for which the staff member is responsible.

- At the stage of involvement, the description of the volunteer role provides an opportunity to form an announcement that will help attract the right people to the project.
- At the selection stage – defines the criteria for making a choice in favor of a particular volunteer, and understand how the volunteer and the organization fit together.
- During the adaptation phase – instructs the volunteer on his/her area of responsibility and what functions he or she should perform during his or her volunteering.
- At the motivation stage – determines what benefits the volunteer receives from the organization.
- At the support and support stage – helps prevent exhaustion and burnout of volunteers.
- At the assessment and recognition stage – helps to compare the results that the volunteer managed to achieve with what functions he had to perform.

The description of the volunteer role can be both formal (with the signature of the head and the seal of the organization), and in any form, using an informal vocabulary. When forming a description of the volunteer role, it is important to ensure that the tasks are written **concisely, specifically and clearly**.

When creating volunteer roles, it is important not to confuse the areas of responsibility and requirements that full-time employees have to meet with the responsibilities assigned to volunteers. Volunteers, even the most motivated ones, should not replace employees. The task of volunteers is to strengthen, scale and provide support to staff in their work.

The difference between a volunteer and a full-time employee

Full-time employee	Volunteer
Paid activity	Unpaid voluntary activity
Defined working hours and schedule	Activities in free time from the main employment
Scope of work and job responsibilities	The scope of work and responsibilities are usually not recorded in writing
Activities may not be of public benefit or satisfaction	The activity always has a public benefit and brings pleasure
Performs tasks specified in the job description	Performs tasks, the benefits of which he understands and shares
Activity is counted as work experience	The activity is not counted as work experience, but it can be specified in the resume
Compulsory social security is available	The "social package" is determined by the organization and is not a prerequisite
Access to internal information on the activities of the organization	Usually does not have access to inside information about the activities of the organization
Upon completion of cooperation, he must complete his duties within a certain period and transfer the work	Can stop its activity at any time

Volunteer role description

Usually, the description of the volunteer role contains the following information:

- title of the volunteer role
- the person responsible for the coordination of this volunteer and to whom the volunteer is accountable
- mandatory requirements for a volunteer in this position
- skills, experience and personal qualities that will be an advantage
- tasks that the volunteer performs (specific and clear)
- duration of volunteering (how permanent, temporary or individual is the volunteer's participation in this role)
- tool for monitoring the work of a volunteer
- how and what to teach a volunteer
- what support the volunteer will receive from Caritas
- what documents need to be provided or signed with the volunteer
- what is the algorithm of actions in case something goes wrong during volunteering
- how, by whom and how often the volunteer's work is evaluated.

Usually, the description of the volunteer role is an internal document that defines which volunteer Caritas is looking for and how it accompanies him or her during volunteering. However, based on this description, the specialist working with volunteers can create additional materials, for example, a job description or a quick reference card that can be given to the volunteer.

Here are some examples of descriptions of volunteer roles for Caritas projects. Based on them, Caritas employees further compiled announcements about the search for volunteers, job descriptions, agreements on the provision of volunteer activities, and various kinds of leaflets.

Assistant social worker in the "Children's Center" project

Volunteer role:	An assistant social worker at the children's center
Supervisor:	A social worker at the children's center
Mandatory requirements:	<ul style="list-style-type: none"> • age: from 18 • minimum term of involvement: 3 months • stress resistance and emotional balance • undergo training before volunteering
Will be a plus:	<ul style="list-style-type: none"> • education in the field of social work, psychology • experience of volunteering with children

Task:	<ul style="list-style-type: none"> • arrive 30 minutes before the start of the lesson • prepare the hall for the lesson (lay out tasks for children, games, toys) • meet and greet children and parents • during the lesson, to perform the instructions of a social worker, to monitor the implementation of exercises by children • help cleaning the room after the lesson
Duration:	Minimum volunteering period: 3 months (classes are held once a week on Saturdays)
Monitoring:	After Saturday's meetings, the social worker asks how things are, how volunteering is going
How and what to teach:	<ul style="list-style-type: none"> • tell about the mission and activities of Caritas • tell about the history and activities of the children's center • to get acquainted with the head of the children's center • conduct instruction-training on how to work with children from vulnerable groups
Our support:	<ul style="list-style-type: none"> • a memo on ethical conduct • training on how to work with children • mentoring and support from a social worker • opportunity to gain professional experience • Caritas volunteer T-shirt • giving a letter of thanks at the end of volunteering • giving of a letter of recommendation (if necessary) • can be registered officially as an internship
Documents:	<ul style="list-style-type: none"> • provide a memo on ethical conduct • sign a volunteer agreement (for 3 months)
If something goes wrong:	The social worker should contact the project manager and, if necessary, invite the volunteer to an individual meeting to discuss the situation
Performance evaluation:	The social worker analyzes once a month how effective the volunteer's work is (based on parent feedback, observations, communication with the volunteer)

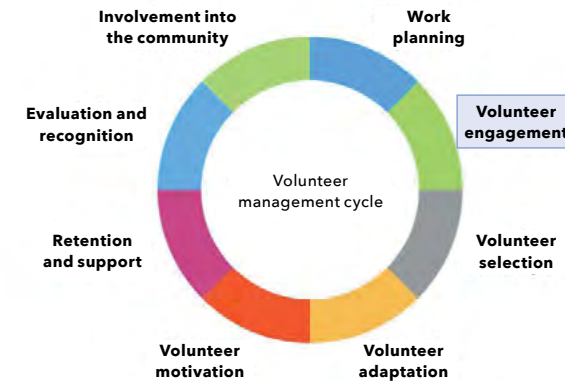
Volunteers to collect stationery as part of the "School Bag" campaign

Volunteer role:	Volunteers to collect stationery for the "School Bag" campaign (12-14 volunteers in all)
Supervisor:	School Bag Project Manager

Mandatory requirements:	<ul style="list-style-type: none"> • age does not matter • opportunity to be fully present at one of the shifts (preferably several times a week) • fluency in the Ukrainian language
Will be a plus:	<ul style="list-style-type: none"> • previous experience of volunteering at similar events • experience of public speaking and sociability
Task:	<ul style="list-style-type: none"> • stay on site during the shift (near the entrance to the super-market) • involve people in the campaign and buy a backpack for a child from vulnerable groups • tell everyone who asks for details about the project • at the end of the shift, send a photo and a report to the Viber chat about the number of sets
Duration:	<p>Volunteers work daily from 1 to 14 September, in shifts</p> <p>There must be at least two volunteers in a shift</p> <p>first shift: 13:00 - 17:00</p> <p>second shift: 17:00 - 21:00</p>
Monitoring:	For the first time, the project coordinator is on duty together with the volunteers; then the volunteers are on duty themselves (each pair must have an experienced volunteer)
How and what to teach:	<ul style="list-style-type: none"> • instructing all volunteers before the start of the action on how the action will take place and what to do • printed memo about Caritas and the promotion
Our support:	<ul style="list-style-type: none"> • volunteer chat in Viber • Caritas volunteer T-shirt • giving a letter of thanks at the end of volunteering • general informal meeting of volunteers to celebrate and sum up at the end of the action
Documents:	<ul style="list-style-type: none"> • provide a memo about Caritas and the promotion
If something goes wrong:	The project manager may temporarily remove the volunteer (at his or her request or at the request of other volunteers)
Performance evaluation:	The project manager analyzes the work of volunteers every few days (based on observations, communication with volunteers and analysis of the results, and how many backpacks were collected)

The description of the volunteer role is a dynamic document. It may vary in the process of finding volunteers, depending on which people were involved in the project, what support they need, and what monitoring and evaluation systems are needed to support the work of volunteers.

Engaging volunteers



Despite the fact that, according to the volunteer management cycle, volunteering is the second stage of the volunteer program, volunteer search activities can be divided into two types: **regular information** about volunteering opportunities in Caritas and **campaigns to attract volunteers**.

Regular information on opportunities to participate in volunteer projects is part of the current activities of Caritas. Usually, it involves:

- developing a volunteer questionnaire on the website or social networks, where everyone can leave their contacts to receive information about volunteer opportunities;
- placement of printed questionnaires that can be filled out by anyone in the Caritas office and during public events;
- placement of posters about Caritas in parishes, educational institutions, youth centers, social protection centers;
- mention of Caritas volunteering opportunities in public speaking, presentations at events and in media interviews.

To implement most of the volunteer projects, it is necessary to conduct a **campaign to attract volunteers**, during which to talk about the volunteer roles opened in Caritas, and opportunities to get involved in the activities of the organization.

4 steps to implement a communication campaign:

1. Define the target audience: based on the needs of the organization and functions, the performance of which requires volunteers, and determine which groups of people may be interested in volunteering in a particular project.

2. Identify channels of communication with volunteers: online and offline environments in which we should place information so that potential volunteers can see it.
3. Create a communication message – an announcement about the search for volunteers for a specific project and organization that will interest potential volunteers.
4. Distribute the communication message.

Defining the target audience

In volunteer management, the **target audience** means different groups of people who may be interested in participating in a volunteer project. The organization should identify these groups to communicate information about their activities and invite them to participate.

Examples of the target audience:

- young people aged 14-30 who are interested in volunteering;
- community of believers and youth formed in the parish;
- employees of IT companies and experts in the development of technical applications;
- senior students of the local university, studying in the specialty “social work” or “social pedagogy”;
- parents or close relatives of children receiving assistance from Caritas;
- former or current beneficiaries of Caritas targeted assistance programs;
- people of the “golden age” 65+.

As can be seen from the examples, the target audience can be **extensive** (almost anyone can join volunteering) or **specific** (volunteers with special experience, qualities or skills are needed).

An **extensive target audience** is usually used when we are looking for volunteers to organize events or charity events: for example, to organize the collection of stationery within the “School Bag” project. In such projects, we usually look for a large number of people who are willing to join at a certain time to perform a certain volunteer action. So, our task will be to tell about the project to the maximum number of people and already at the selection stage to understand which of them will become our volunteers.

A **specific target audience** will come in handy when we need volunteers who already have previous experience and skills. For example, volunteer artists who can paint a mural in the children’s department or assistants to a social worker. Of course, for a student studying to be a social worker, participating in the role of a specialist assistant will be more interesting and appropriate than for a 15-year-old.

When choosing the target audiences for our communication efforts, it is important to be **realistic** and choose the groups that can be most **interested and successful** in the activities we offer them.

Focusing on the target audience **does not mean** that people who are not part of our target group cannot volunteer with Caritas. This means that, when looking for volunteers, we will take into account communication channels that will help us more quickly convey information to those groups that are a priority for us.

Volunteers are among us

It is important to remember that volunteering is not limited to finding “new” people. Most often, **potential volunteers are people who are already familiar with the activities of Caritas**, follow the

pages on social networks, participate in events as philanthropists or guests, or are familiar with the activities of Caritas from their friends, acquaintances or a priest. For most volunteer projects, this group will be the first to respond to the call to volunteer.

Identifying volunteer communication channels

For a volunteer campaign to be effective and resource-intensive, it is important to identify the communication channels used by potential volunteers.

- **Buzz marketing** allows you to attract volunteers from very different backgrounds: in particular, Caritas employees, volunteers and friends can disseminate information about finding volunteers and involve their acquaintances.
- **Dissemination of information to parishes** helps to attract volunteers who already share the ministry’s values and mutual assistance, and share Caritas’ desire to help.
- **Personal appeals from Caritas staff and managers** allow people to volunteer who would otherwise be unlikely to volunteer: for example, police officers can be involved in volunteering through a personal appeal to the head of the relevant structure.
- **Public speaking at events, universities or for work teams** (for example, employees of one company) allows you to attract people who did not necessarily know about the activities of Caritas. However, for them, it may be an opportunity to participate in volunteering or charity for the first time.
- **Dissemination of information on social networks** – a universal tool for involving volunteers in volunteer projects. To disseminate information, it is possible not only to publish advertisements for the search for volunteers, but also to actively involve Caritas employees and former volunteers in disseminating this information.
- **Publications in thematic groups** (for example, volunteer, student and youth groups on Viber, Facebook or Telegram) allow you to quickly convey information to people who may not have heard of Caritas before.
- **Printed materials** (posters, billboards, street advertising) allow to convey information to a wide range of people and they are most appropriate for attracting volunteers to large events.
- **Online volunteer search platforms** (for example, the National Volunteer Platform: platforma.volunteer.country) allow you to publish volunteering opportunities and disseminate information to people from different parts of Ukraine.

The role of **local opinion leaders** in attracting volunteers should not be underestimated. Opinion leaders are not necessarily well-known city inhabitants. In most communities, the leaders are **priests**, whose support for the Caritas project will help attract volunteers from among the parish youth. Among entrepreneurs, a well-known businessperson can be considered a leader of thought. If Caritas can attract him to support, others will take it as a positive signal and offer their help.

Another environment that can help attract volunteers is the **beneficiaries**. They can not only participate in projects as volunteers, but also pass information to their acquaintances. In this case, as part of the volunteer campaign, the information should be communicated to the beneficiaries and asked to be disseminated to their community.

Most organizations use several channels to disseminate information about volunteering at the same time. However, in the future, it is important to monitor the effectiveness of each of the channels to develop an effective strategy and save time on attracting volunteers for future projects.

Volunteer engagement guidelines

Who are we looking for?	Volunteer engagement tools
Mass search	<ul style="list-style-type: none"> National Volunteer Platform Street advertising, posters, leaflets, brochures Dissemination of information in the media and social networks Distribution of announcements on specialized sites
Individual search	<ul style="list-style-type: none"> Personal appeals and invitation letters Email mailings and phone calls Online communities in social networks Involvement of professional environments
National level	<ul style="list-style-type: none"> National Volunteer Platform Interaction with mass media (press releases and broadcasts) All-Ukrainian public organizations and charitable foundations Dissemination of information on social networks Involvement of public opinion leaders Involvement of professional environments
Local level	<ul style="list-style-type: none"> Interaction with the mass media (speeches) Live performances and presentations Dissemination of information on social networks Billboards, posters and brochures Educational institutions and public organizations Online communities and instant messaging

Special aspects of volunteer communication channels

Facebook-pages	
What kind of volunteers can be found here?	<ul style="list-style-type: none"> adult volunteers public activists and volunteers active public figures and opinion leaders volunteers with unique competencies (e.g., lawyers or artists)

Volunteer search advantages	<ul style="list-style-type: none"> if the Facebook page is actively maintained, subscribers and acquaintances can respond as volunteers or share information with acquaintances a good image or photo attracts the attention of potential volunteers the opportunity to provide additional links to the organization that involves volunteers and other materials (e.g., videos) that may encourage volunteers to participate in the project
Volunteer search disadvantages	<ul style="list-style-type: none"> if the page is not popular, then the announcement of the search for volunteers can be seen by a small number of people high speed of information exchange, so the announcement can be "lost" in the news feed it is difficult to find young people or those volunteers who are not yet active in public life
Viber chats	
What kind of volunteers can be found here?	<ul style="list-style-type: none"> volunteers over the age of 25 (mostly) parents (in parent chats) specialists in the field of education (teachers, lecturers) residents of a certain community (through thematic chats)
Volunteer search advantages	<ul style="list-style-type: none"> easy to reach an audience that is usually difficult to find on other resources (parents, teachers, residents of a particular district or village) quick communication with the audience: you can immediately get feedback from potential volunteers and make changes to the announcement opportunity for potential volunteers to directly ask all questions and clarify the details of volunteering
Volunteer search disadvantages	<ul style="list-style-type: none"> There are usually a lot of messages in chats, so the announcement of volunteering may be lost If the announcement is too long or too formal, it can be ignored Most people use Viber for personal communication, so they may be surprised by the invitation to volunteer
Billboards and posters	
What kind of volunteers can be found here?	<ul style="list-style-type: none"> very different volunteers, depending on the location of the poster (on the streets or in specials) schoolchildren and students (if placed in appropriate institutions)

Volunteer search advantages	<ul style="list-style-type: none"> • if placed in the right location, you can quickly find a specific group of volunteers (e.g., teenagers) • posters can be in the location for a long time (so this tool is good for long-term promotions) • with the help of a QR-code you can tell more about the project
Volunteer search disadvantages	<ul style="list-style-type: none"> • if you made a mistake in the announcement or postponed the dates of the promotion, it can not be corrected quickly (new posters must be printed) • printing posters can be expensive and not environmentally friendly
Broadcasts on radio and television	
What kind of volunteers can be found here?	<ul style="list-style-type: none"> • very different, mostly older people • If it is a specialized program, it usually has its viewers or listeners
Volunteer search advantages	<ul style="list-style-type: none"> • increases confidence in the project • an opportunity to tell more about the benefits of volunteering and how exactly the volunteer project will take place • Opportunity to invite volunteers who have already joined to share their own experiences
Volunteer search disadvantages	<ul style="list-style-type: none"> • it is important to understand well what kind of audience (who it is and how many of these people) watch this broadcast or radio • You need to have a good “speaker” who can inspire volunteers
Public speeches	
What kind of volunteers can be found here?	<ul style="list-style-type: none"> • very different, depending on the event • schoolchildren and student youth • employees of a particular industry or company
Volunteer search advantages	<ul style="list-style-type: none"> • a good and inspiring speaker can attract a large number of people • the opportunity to inspire people to join your project by your own example • quick communication with the audience and the ability to respond quickly to questions or comments • flyers can be distributed to potential volunteers

Volunteer search disadvantages	<ul style="list-style-type: none"> • usually, the speech should be short (5-15 minutes) • the “speaker” should be ready to answer questions from potential volunteers • the number of potential volunteers is limited to a specific number of students • if you do not provide information on whom to apply to register as a volunteer, potential volunteers may ignore or forget to ask about it yourself
Personal meetings	
What kind of volunteers can be found here?	<ul style="list-style-type: none"> • intellectual volunteers • leaders of public opinion, public activists • volunteers of other organizations • people who can involve other people (e.g., heads of organizations)
Volunteer search advantages	<ul style="list-style-type: none"> • the ability to attract a very narrow audience, which is difficult to attract through other channels of communication • the speaker must be well prepared (take handouts, prepare for the meeting, look for necessary additional information about the person with whom the meeting will be) • the opportunity to answer all questions and convince the person to join
Volunteer search disadvantages	<ul style="list-style-type: none"> • require a lot of time • the “speaker” must be well prepared for the meeting • does not always bring the expected results

Preparing a communication message

A communication message is the main message we want to convey to our volunteers. The communication answers the question “What exactly should remain in a person’s head after he reads our announcement / listens to the speech?”

When preparing an ad, it is recommended to take such a structure as a basis:

1. **Attracting the audience’s attention to the project:** 1-2 concise and bright sentences (may contain questions to the audience or impressive statistics)
2. **Content of volunteering:** 2-3 sentences about what kind of project it is, what it is aimed at, and how volunteers are involved in the project
3. **Scope and tasks:** what tasks do volunteers perform, what do they do, and how much time does volunteering take

4. **Benefits and motivators:** information about the value of the project for volunteers (if letters of thanks, letters of recommendation or other awards are given, this can also be mentioned)
5. **Time and place of volunteering:** where and when volunteer participation is required
6. **Contacts to join**

Most volunteers strive to be a **part of significant changes**. When creating an ad for volunteers, you should not only tell about yourself and the project, but also show how volunteering changes the world and the lives of individuals and beneficiaries for the better. Combining volunteering with real change for the better is one of the most successful strategies for involving volunteers in Caritas.

Depending on which communication channel is used, the ad text will change. However, the structure and these usually remain unchanged.

Disseminating information about a search for volunteers

After conducting a volunteer campaign, it is important to analyze the results and draw conclusions for future campaigns:

- Did we manage to find the volunteers we were looking for?
- How much time did we spend looking for volunteers?
- What strategies for finding volunteers were the most successful?
- What failed this time and why? What should be done differently next time?

One can also ask the volunteers who joined the project what stimulated them to apply. This will help you better understand which strategies, messages and presentations were most effective.

Volunteer selection

The selection of volunteers is one of the most important stages in volunteer management, which



allows among the whole mass of interested people to find those participants who can most effectively realize themselves and their skills within the volunteer project and be useful during its implementation. It is important to remember that, in addition to the direct help that volunteers will provide in the project, such participation should be a useful and classy experience in their lives.

There is a **misconception** that what matters is not the number of volunteers selected but their number. But this is not the case! It is a mistake to recruit all registered participants without exception because it has a bad effect not only on the overall dynamics of the project, but also on the formation of good volunteer experience of those involved.

Do we need screening of candidates? Yes, because the selection of candidates is a kind of filter of effective involvement. There are various methods of selecting potential volunteers: from regular online registration to an interview and a creative task. It all depends on the scale and purpose of the project, as well as what competencies and skills you are looking for.

Why the volunteer screen is necessary?

1. If the volunteer does not agree with the values and principles of Caritas, it is better, in the beginning, to recommend him other opportunities for self-realization, thus avoiding the widespread “conflicts of principle.”
2. As most volunteers work directly with the project beneficiaries, they become the face and voice of the initiative by default; that is why it is extremely important to have a quality interview at the beginning of the volunteer journey to avoid various “unpleasant” situations with the direct target audience during the provision of volunteer assistance;
3. A detailed interview at the beginning makes it easier for us to build quality cooperation with the volunteer with whom we want to stay for a long time. Agree, it is extremely unfortunate when, after spending time training and “introducing” a new volunteer, this person stops working with the project. Quality selection minimizes these risks.

Are there ideal volunteers?

Universal volunteer superheroes exist only on paper. In real life, volunteers have their weaknesses and strengths, which can affect the implementation of the project both positively and negatively. Selection is a great opportunity to understand whether we know how to use this or that feature of the candidate for the planned activity, and whether we are ready to qualitatively manage the available qualities and skills.

For example, you can often hear that student volunteers are irresponsible and may simply not show up at the last minute or critically delay their assignments. On the other hand, students possess extraordinary knowledge and talents as well as time that can strengthen the team and the project as a whole. In fact, with the right emphasis on the motivation of the volunteer, you can achieve a high level of involvement and responsibility of the latter.

Another example that can be given is the prejudice against the extremely high level of attention that students need from the organizers (which can often seem like an unreasonable waste of time). On the other hand, school-age children have a high level of digital skills that can be used when organizing activities or filling out databases. Moreover, there is a high probability that there are leaders among the students who are ready to coordinate with other volunteers, or to help the team

with the implementation of creative ideas.

Screening tools

There are some effective tools for selecting volunteers, which can be used depending on the volunteering profile or the scale of the project.

1) Verification of completed registration forms

The registration form is one of the fastest and most localized methods of collecting information about those interested in the project, as well as their selection and formation of a base of supporters of the initiative or activity within it.

The registration form and review of completed volunteer questionnaires help organizers learn more about the experience, knowledge, skills, strengths and weaknesses of volunteers, as well as their motivation and willingness to get involved in the project.

This tool is usually used to find a large number of volunteers, as well as the first stage of selection for large and large-scale projects.

In the appendices to the manual, you can see an example of a registration form that can be used when recruiting and selecting volunteers.

2) Social networks monitoring

Viewing pages on social networks (Facebook, Instagram) allows you to better understand the lifestyle of volunteers, their habits, preferences, interests and motivation. The organizers of the volunteer project can see what a person publishes, how he comments on socially significant events, what events he is involved in, and what principles he professes.

Social media monitoring can be used when the team is not completely sure about a particular volunteer, and especially if the project works directly with so-called “sensitive topics” (e.g., human rights, helping people with mental or physical disabilities). The content of volunteers’ personal pages is also an effective selection tool according to certain standards of behavior (for example, adherence to certain principles).

3) Interview

The interview can be conducted both individually and in a group format online or physically. During the interview, it is recommended to ask open-ended questions to learn more about the volunteer, as well as to give the volunteer the opportunity to ask questions to the organizers.

The open conversation tool can be used if we are looking for volunteers to perform administrative duties in a team or to involve them in specific roles (e.g., designer, marketer, SMM specialist, and psychologist). Interviewing is quite a time-consuming process, so it is best to use this method when we have the resources to do so.

3) Test

The test is a practical tool for testing the skills and abilities specified in the application, as well as a kind of crash test of cooperation with a volunteer.

The test for volunteers involves the performance of a small task, which aims to test the professional

competencies or personal qualities of the person. The test task should relate to the knowledge and skills that are important for the volunteer position to which the person is applying.

Usually, we give a test when we want to test a person’s motivation or professional competencies (for example, writing skills if a person wants to be a volunteer journalist), as well as when we are looking for candidates for long-term projects that require significant involvement.

Volunteer interview

Interviewing is one of the most common ways to select volunteers. The purpose of the interview is to determine whether a particular volunteer will effectively assist in the project, in what position, and whether the organization will be able to meet his expectations and needs. Although it takes a lot of time, the interview provides an opportunity to build trust and lay the foundation for future cooperation with a potential volunteer.

How the interview with a potential volunteer is being held?

The interview is not only a conversation between the team and a potential volunteer, but also a moment when he decides whether he wants to stay with us and continue working. Therefore, it is important to remember that an interview is a warm, friendly conversation that precedes the beginning of something great, rather than a moment of truth or a “judgment day.” You should be friendly, open, talk about yourself and be ready not only to ask but also to answer.

Who can hold a team interview?

This can be a volunteer specialist, a project coordinator or an experienced volunteer. It is important that the person communicating with the candidate is in a good mood, knows everything about the mission and activities of Caritas, and can talk about the responsibilities and expectations of the proposed volunteering.

If the conversation is online, you can record it in a video, notifying the participants in advance.

Volunteer interview structure

1. Introduce yourself and thank for the time the volunteer took to talk;
2. Tell about the purpose of the interview, start it with a light conversation to relax the person. Remember that an interview is a conversation, not an exam.
3. Ask what the volunteer already knows about Caritas and your activities.
4. Form the questions in such a way as to inspire the volunteer to tell more about themselves and their experience. Example:
 - What did you like most about volunteering before?
 - What skills do you think are most important for a volunteer?
 - What inspires you to volunteer and help others?
 - What skills and abilities could you share with other volunteers of the organization?
 - What areas of volunteering are most interesting for you?
5. Give the volunteer an opportunity to understand how he or she can be involved in Caritas. To

do this, use a series of leading questions, thus describing the prospects and mentioning all the pros and cons of each project and volunteer role.

6. Tell us about the prospects, benefits and opportunities of volunteering at Caritas. Sometimes this point has a positive effect on the motivation of the volunteer or on the final decision on whether to become a volunteer of the organization.
7. Be open to questions on the other side of the screen or table: ask the candidate if he or she has any questions and try to answer them in as much detail as possible;
8. At the end of the meeting, do not forget to thank and tell about the next stages of selection or participation in the volunteer project.

Interview guidelines

- Prepare interview questions and handouts for the volunteer in advance (for example, a flyer about Caritas activities).
- If you understand during the conversation that the volunteer is suitable, or not at all, you can go straight to the last stage of the interview and not waste your time or the volunteer's time.
- If the interview is successful, familiarize the volunteer with the documents he or she will need to sign and follow the steps below.
- It is important to respond in a day after the volunteer interview unless you have promised to share the selection results later. We need to have equal contact with those who are most suitable for the position, and with those whose path in some ways differs from ours.

How to decline volunteers?

If during the interview you realize that the volunteer's expectations and experience do not quite match the expectations and needs of the project, it is important to inform the volunteer ethically and in a timely manner that you will not be able to cooperate this time.

It is important to complete the cooperation in time and correctly in order to maintain a positive image and a good experience of interaction with Caritas. As volunteers may be involved in the future as helpers, experts, philanthropists and participants, an ethical rejection is one of the key elements of selection.

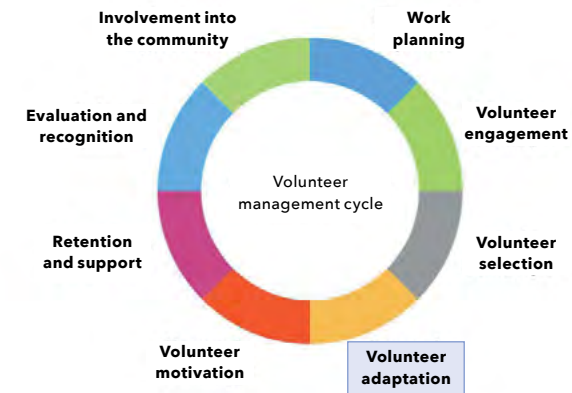
Guidelines on how to properly decline a volunteer:

1. Be sure to thank for the time spent;
2. Inform that the team or project is currently a little focused on other tasks, but we will be happy to contact you next time;
3. If we already have an action plan in place and potentially this volunteer candidate would fit in with them, we can share our plans for the future, thus maintaining the volunteer's commitment to the organization as a whole. For example, if at the selection stage we find that a student volunteer will not have enough time to volunteer effectively now, we may invite him or her to join the team in the summer when there is no pair or training.
4. If the candidate does not suit us in terms of values, views or profile of competencies, we can

provide him with contacts of another organization that will potentially be of interest to him. In addition to the contacts provided, we can also briefly mention what the organization does or recommend a specific event that will suit the needs of those who came to us.

Volunteer adaptation

Once we have selected the volunteers we want to work with, we need to prepare them for volunteer-



ing. That is why the next stage is the stage of adaptation. The main task at the stage of adaptation is to integrate the volunteer into the Caritas volunteer team, to be acquainted with other volunteers, and to provide all the necessary information for the volunteer to cope with the set tasks.

At the stage of adaptation the volunteer shall:

- get acquainted with the project team, learn about its history and goals, see the people who lead and coordinate the project
- get acquainted with other volunteers and find a common language with them, to see in which volunteer team he will work
- understand exactly what and when is expected of him, and find the answer to the question "what, when and how should I do in this project?"
- understand who and how to turn to if problems and questions arise
- join a shared communication channel (such as chat) to keep up to date.

The adaptation stage may include **basic training for volunteers** – for example, introductory training or coaching to help volunteers start their volunteering. For example, this could be training on the basics of volunteering in the area, in which the volunteer is involved, and during which the organizers or invited experts will share the main aspects of how to provide volunteer assistance in this area or organization.

The adaptation stage is extremely important, as it helps the stranger who applied for the project to

feel “at home” and become a dedicated volunteer of our organization or project. It is at this stage that the volunteer makes the final decision on whether to stay in the project and how to get involved in its activities.

The following steps should be followed to adapt the volunteer:

1. to acquaint the volunteer with the organization: to tell about the mission and values of Caritas, projects and areas of activity; introduce the employees of the organization with whom the person will be in most contact during his volunteering
2. to acquaint the person with other volunteers of the organization
3. conduct the introductory briefing necessary to begin the implementation of responsibilities
4. conduct additional training (if necessary): for example, volunteers working with the elderly or people with disabilities need training on how to properly communicate with these groups and how to behave so as not to harm beneficiaries
5. provide a written quick reference card to the volunteer, which will work as a guide in the activity
6. add a volunteer to the communication channels with the volunteer community of the organization (chat, groups, e-mails, special programs, etc.)
7. sign an agreement on the provision of volunteer assistance or another document that will certify the rights and responsibilities of both the volunteer and the organization in further cooperation.

Briefing

Briefing is a joint meeting of the coordinator and volunteers to be acquainted with the organization and other volunteers, as well as to prepare for volunteering in a project or organization.

Purpose of briefing:

- acquaint the participants with the values and mission of the foundation, as well as to introduce the team, employees and volunteers of the foundation;
- create a comfortable and trusting atmosphere, and introduce volunteers to each other;
- provide detailed information about the responsibilities and purpose of the activity, and explain the expectations from the volunteer;
- establish an emotional connection and create a positive atmosphere between project participants.

Briefing can take place in **offline and online formats**. If the briefing is conducted remotely, it is necessary to warn the volunteers about the format of the event in advance and emphasize the readiness to turn on the microphone and camera, as well as provide equipment and quality internet for the person conducting the briefing.

Briefing guidelines:

1. Plan in advance

Schedule the briefing in advance so that more volunteers can attend the event. When planning, you should take into account the experience of volunteers involved in the project. For example, if the vast majority of volunteers are studying at university or working, the best option is to meet after 18:00 or on weekends.

2. Create a space for communication

Allow enough time to introduce volunteers to each other and organize networking. Prepare assignments for teamwork so that participants learn more about each other. It is important to group participants and change them from time to time so that everyone can talk to as many people as possible.

3. Inspire by own example

If possible, invite the Caritas leader to give an introductory speech and thank the volunteers for their willingness to join Caritas. Ask colleagues to give a brief overview of the foundation's projects so that volunteers have an idea of what they are working on and what awaits them.

4. Present an action plan

Prepare a presentation in advance about the responsibilities of the volunteer and the details of the work. However, you should not fill the slides completely with text – the focus should be on the speaker. After the presentation, send it to the volunteers in a joint chat or e-mail.

5. Share materials

Leave a reminder for yourself: hand out leaflets or flyers about the Caritas project, and share branded stickers that a volunteer can take home. After the briefing, thank the volunteers for participating and contact those who were unable to participate in the event, as well as remind them of the time and place of the next meeting.

Volunteer quick reference card

Most organizations use printed and online volunteer reference cards that help them understand the specifics of volunteering and the organization's expectations of the volunteer. The reference card should be compact so that the volunteers can always carry it with them when helping or engaging in activities. It is good practice to create both online memos and printed materials that the volunteer can receive during the briefing.

Reference card standard information:

- 1) Caritas info, values and principles of organization, important facts
- 2) a brief description of the project or activity in which the volunteer is involved
- 3) clearly defined responsibilities of volunteers
- 4) requirements for the behavior of volunteers (observance of confidentiality, principles of tolerance, sincerity, responsibility, etc.)
- 5) opportunities and benefits that volunteers will receive by participating in the project (diplomas, certificates of appreciation, branded products or other forms of gratitude)
- 6) communication channels within the project (where to call and whom to contact if you have questions or something goes wrong)
- 7) contacts of the volunteer coordinator or other responsible person who can be contacted if problems arise.

Volunteer communication support

Typically, **telephone and volunteer chats** are used to keep in touch with volunteers.

Communicating with a volunteer by phone is an effective way to maintain personal communication and instruction. The most effective telephone communication is for projects that involve the point participation of volunteers and teams consisting of several people. As the number of volunteers begins to grow, telephone communication becomes inefficient because it takes too much time and money.

Volunteer chat is the main and fastest channel of communication with volunteers. A volunteer chat must be created if there are more than five people in the volunteer team. This way, you do not waste time calling all members of the volunteer community, and you can get a quick answer or conduct a survey.

We choose the platform on which the volunteer chat is created according to the one where our volunteers are registered. For example, if most volunteers use Viber, create a chat in Viber; if Telegram, then in Telegram. Volunteers may include people who do not use messengers (for example, older people). You can keep in touch with them by phone.

At the beginning of the chat, you need to fix messages with contacts and rules of communication to avoid difficulties in their further finding and communication. At the same time, you need to carefully monitor the dynamics of the chat: to avoid spam and unacceptable correspondence, or vice versa, to ensure that the chat does not lose its relevance due to the lack of any communication in it in general.

Chat is a great place to once again thank or praise volunteers, share photos or current news of the organization. By distributing photos or videos, we encourage conversation participants to share their own and communicate with each other.

Agreement for volunteering

Signing an agreement for volunteering is a guarantee of building responsible cooperation between the volunteer and the organization or team of the project.

Volunteers sign an agreement for volunteering, thereby accepting the terms of cooperation with the organization and clearly knowing about their rights and responsibilities. To involve underage volunteers, parents must obtain written consent for their son or daughter to participate in the volunteer project. An example of a contract and parental consent can be found in the appendices to the manual.

In addition to the agreement, we may sign other documents that define the interaction with volunteers: for example, a code of ethics, a non-disclosure agreement, and other documents provided by internal policies or the terms of the project in which volunteers are involved.

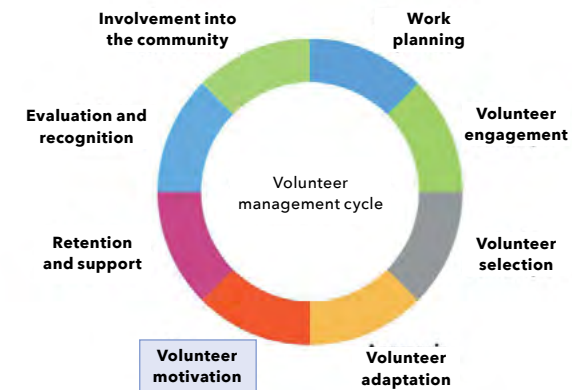
To overcome a volunteer's fear of sharing personal information, you should talk to them about where this information is stored and whether it is protected.

Recommendations for storing volunteers' personal data

1. Do not store the personal data of volunteers on Google Drive. To do this, use special programs, such as Airtable. If you use Google Drive to save these volunteers, you need to check who has access to these documents.

2. The agreement on the provision of volunteer assistance is signed in two copies, one of which is kept in the Caritas office. You should create a separate folder to save these documents.
3. When creating mailings for volunteers, you should use the "hidden copy" function so that volunteers do not see the list of all e-mails to which a letter with detailed information is sent.
4. Volunteers should not be asked for information that is not necessary for them to volunteer (for example, information about the place of residence, physical or emotional condition, etc.).

Volunteer motivation



Successful strategies for attracting, selecting and adapting volunteers allow you to form a volunteer team interested in supporting Caritas programs. However, the issue is how to maintain this passion in volunteers throughout their volunteering? Finding the answer to this question is the main component of the volunteer motivation stage.

When volunteers first join volunteer projects, their motivation is usually high: they have enough strength and energy to participate in the volunteer project, their expectations are high, and their desire to help is strong. However, this cannot continue throughout the time of volunteering. Faced with various challenges both in personal life and in the process of volunteering, the motivation of the volunteer can change.

Although formally the responsibility for maintaining the motivation of volunteers is vested upon the specialist who is responsible for working with volunteers, it is important to understand that **motivation is a personal matter**. A volunteer coordinator can create conditions that help the volunteer feel happy and fulfilled during volunteering, but he or she cannot force a person to provide volunteer assistance.

Understanding why a volunteer is involved in a project is key for a volunteer coordinator. Only by understanding the volunteer's deep motivation and the things that motivate him to help others can we create an environment where the volunteer can feel oneself comfortable and effective. Important skills for understanding volunteer motivation are empathy, the ability to observe, and the time to communicate with volunteers outside of volunteering.

What motivates people to volunteer?

There are many theories, each of which identifies things that motivate people to participate in volunteer projects and help others. Modern psychology divides most theories into two main types: theories of substantive type and theories of procedural type.

→ Theories of comprehensive type

Proponents of the theory of meaningful type assume that motivation arises at the moment of conscious or subconscious concretization of a person's need, lack or discomfort. That is why proponents of this theory argue that motivation is **born of lack or stress**.

Thus human needs are divided into natural (primary, basic) ones: the need for food, water, air, safety, heat; and acquired (social) ones –the need for communication, love, acceptance, support. Proponents of this division of motivation include American psychologists A. Maslow, D. McClelland, and F. Herzberg.

→ Theories of procedural type

Procedural theories of motivation are based on the idea that a person's behavior is determined not only by his needs, but also by the **perception of the situation**, expectations associated with it, assessment of their capabilities and consequences of the chosen type of behavior, as a result of which a person decides on active actions. Such theories examine how a person perceives the relationship between their activities and the level of satisfaction, results obtained, potential rewards, and so on. Procedural theories include, in particular, the theory of expectations, the theory of justice and the Porter-Lawrel theory.

The better a volunteer professional understands the different approaches to volunteer motivation, the easier it is for him or her to involve and retain volunteers in projects.

In this guide, we will look in detail at two approaches to motivating volunteers. The first approach is based on the **theory of individual human motives**, better known as the "Maslow's pyramid". The second is the **theory of acquired needs**, developed by David McClelland.

Individual human motives

One of the most common approaches to forming a system of volunteer motivation is based on the theory of individual needs, better known as the "Maslow's pyramid".



According to this theory, the strongest in human life are the **primary motivations** associated with the satisfaction of physiological needs, such as hunger, thirst, the need to breathe, physical development, saving lives. They form the lower level of the pyramid of the hierarchy of motifs. The next level is the need for self-defense, protection against risk, guarantees of meeting physiological needs.

Next is a block of **secondary motivations**. Social needs are the needs of communication and friendship. Above is the level of selfish needs, i.e., the need to feel proud, to be a prestigious person, to have a certain status or self-esteem, self-confidence, freedom. The last level in the pyramid is related to satisfying the need for self-realization and creativity.

The social environment of a person has a strong influence on the formation of its needs and motives. Therefore, **volunteers whose physiological needs are not met will not provide effective assistance**.

In particular, this applies to volunteers from among the beneficiaries and vulnerable groups – for example, children from families living in difficult life circumstances.

Before involving them in volunteering, the facilitator should make sure that the person feels safe and healthy, warmly dressed and not hungry. Only after these needs have been met can a volunteer begin volunteering.

For successful volunteering, a person must meet **the needs of different levels**:

- **physical needs**: access to water, food, warm clothes, toilets, etc.;
- **need for safety**: safe health conditions for volunteering;
- **need to communicate**: the opportunity to communicate with like-minded people, exchange ideas and experiences, discuss their volunteer experience;
- **need for recognition**: a sense of personal significance, pride and respect;
- **need for self-realization**: the opportunity to implement their own ideas and socially significant projects.

In some volunteer projects, volunteers **are willing to sacrifice their own physical and safety needs**. For example, volunteers who provide assistance in a combat zone do not always have safe volunteering conditions. However, in most cases, these needs still play a significant role for volunteers.

An example of involving people in volunteering, which is not entirely safe, is public service that was launched in response to the COVID-19 pandemic. Despite the high level of anxiety and fear in society, Caritas volunteers continued to provide targeted assistance to the elderly, the homeless, as well as to families and children in difficult life circumstances.

"I see very different reactions from Christians to the current global pandemic crisis. And it is normal that reactions are different because Christians are live people with living feelings and emotions. A crisis is always an exam, a test of what your faith is worth; what your values, goals and actions are worth. I would say this is a wonderful time. Every faithful Christian wants his life to be filled with meaning.

A time of crisis, a time of despair, darkness and suffering is an opportunity for Christians to unite around good deeds, to be hundreds of times more active than usual, to weigh their actions and values, to see if we are on the right path, and to set an example of dignity and strength of spirit.”

Yana Rozhnyatovska, Caritas-Kyiv Charitable Foundation

Volunteering can also be about meeting the different needs of a volunteer or helping others meet the following needs:

- **satisfying physical needs:** cooking; tailoring and distribution of clothing; work in the fresh air, associated with various sporting events; work in a shelter, daycare center, summer camp.
- **satisfying safety needs:** distribution of environmentally friendly food; work to improve professionalism, which will consolidate positions in the main place of work; gaining knowledge, skills, abilities that will help to get a job.
- **satisfying social needs:** organization and participation in various social events; participation in street and charity events; Caritas presentation at public events; volunteering in the social wardrobe and children’s center.
- **satisfying recognition needs:** public presentation of Caritas at large-scale events; coordination of volunteer groups and teams; participation in projects that involve interaction with local authorities and business.
- **satisfying the need for self-realization:** organization of own volunteer and educational events for Caritas beneficiaries, holding master classes and trainings, improvement of administrative activity of the organization.

Three types of volunteer motivation

One of the most practical theories used to motivate volunteers is the theory of acquired needs, developed by David McClelland.

According to McClelland’s model of motivation, the motivation of people involved in volunteer projects can be divided into three main types: motivation for involvement, achievement and recognition. This distribution is conditional because everyone in different projects and at different times can have their own type of motivation. All three motivations are present in each person at the same time, but one of them usually prevails at a certain point.

The need for involvement – a desire to feel oneself a part of the community; to establish friendly relations within the group; the actualization of opportunities for social communication. At the moment of prevalence of this type of motivation, the emotional component of the process, the impressions and emotions, the general atmosphere in the team, and external symbols of involvement in the organization (for example, T-shirts) are important to a person. The phrase «I am part of a larger community» is best for this type of motivation.

The need for power and recognition is seen by McClelland as an opportunity to influence other people. Influence can relate to gaining more authority or opportunities, as well as the volunteer’s place in the organization’s social hierarchy, the name of his volunteer «position» and status. This type of motivation includes the power of authority or talent. Some people seek power for the sake

of power itself, to control subordinates, thus asserting themselves. Others need power to solve pressing problems of the organization, which they understand better than others do and are ready to take full responsibility for solving them. This type of motivation is characterized by the slogan «I am special, exceptional, important.»

The need for achievement is the need to bring a project or activity to a visible result that can be seen, as well as the need to improve one’s skills and competencies. People who are dominated by this type of motivation seek meaningful work that allows them to either significantly hone their skills or see concrete visible changes for the better in the field in which they volunteer. This group of needs is often called **the need for success**. At the same time, success is not seen as exclusively an activity approved by a group or community. McClelland sees success primarily as a statement: “I am the best version of myself today.”

Theory basics:

- Everyone at every moment of life is more focused on one of the groups of needs but does not reject the others.
- The main group of needs practically does not change during life without a strong external influence and can be exposed easily.
- Individuals with a predominant motivation to participate work poorly individually, but they are well motivated by group incentives and goals.
- People with a predominant motivation of power manage small groups of people well, but, at the same time, they work poorly in a situation that requires risky decisions. This group is well influenced by motivators «whip and gingerbread».
- Individuals with a high need for success may not be able to perform monotonous work and work on long-term goals for long, but they perform well enough in conditions of risk, effectively manage large groups of people and are well motivated with a high level of reward awareness.

This theory is best suited for volunteering because it does not focus solely on commodity-money relations, but it considers the desire for volunteering as a set of different motives that govern a person.

Motivation support tools

As the volunteer coordinator never knows exactly why each of the volunteers is involved in Caritas, his main task is to create an environment in which volunteers feel safe, comfortable, and different motives can be satisfied.

To maintain the motivation of involvement:

- emphasize the values of volunteers and the volunteer community
- remind of the mission, values and great ideas that underlie Caritas
- hold informal meetings (parties, picnics) for volunteers
- after volunteer actions to meet to sum up
- create a volunteer chat where volunteers can share ideas
- offer and support joint activities outside of volunteering
- congratulate volunteers on holidays such as International Volunteer Day

- during the briefing to introduce volunteers and give tasks in small groups
- give volunteers signs of involvement (T-shirts, bracelets, badges, etc.).

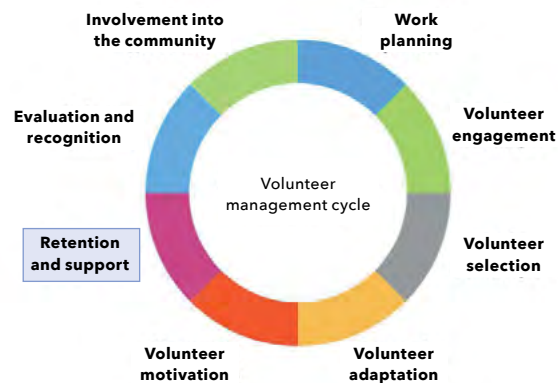
To support the motivation of achievements:

- create a “self-assessment questionnaire” that the volunteer can complete every six months to assess their skills and experience
- create opportunities for «career growth» in volunteering
- give more freedom and responsibility to competent volunteers
- not be afraid to give volunteers difficult tasks
- recommend online courses and webinars to volunteers that can help them with volunteering
- hold meetings with other volunteers to share experiences
- publish on social networks reports on the amount of assistance provided and the history of real assistance to beneficiaries.

To support motivation for power and recognition:

- publish photos of volunteers on social networks
- Invite the most active volunteers to comment to the media
- give the opportunity to manage small volunteer groups or activities
- hold closed meetings for active volunteers (for example, with the head of the center or Caritas partners)
- reward volunteers during large-scale events (e.g., on stage)
- hold public events dedicated to the International Volunteer Day, where you thank the volunteers
- create reference and acknowledgment letters for volunteers
- give tokens of attention (personal gifts and awards for volunteers).

Volunteer retention and support



When volunteering, even the most motivated volunteers need **retention and support**. The feeling of support and attention from the organizers helps to stay motivated and continue to volunteer.

The task of the volunteer coordinator at this stage is to monitor how the volunteers work in order to provide the necessary support in a timely manner.

The difficulty of implementing this stage is that each volunteer must have a special approach that takes into account his motivation and needs. You need to be patient and understand that not all volunteers perceive information in the same way, so working with some of them will be easy and enjoyable, and with others – will require more attention and effort.

Regular volunteer retention and support:

- **Prevents burnout.** A volunteer starts to burn out when his needs are not met. If you talk to the volunteer in time and understand why he joins, he will be much more effective.
- **Allows you to provide timely assistance in performing tasks.** Sometimes volunteers are afraid to ask a “bad” question or misunderstand the task description as you intended. It is easier to adjust a volunteer in time than to ask him to redo the task.
- **Allows you to quickly provide and receive feedback on completed tasks.** The volunteer will feel that you are in touch and can contact you with suggestions, or questions about tasks and volunteering in general. This helps build trust and improve the volunteer program.

Retention and support tools

→ Follow-up

During volunteer actions, the volunteer coordinator observes and watches how the volunteering takes place, and how involved the different volunteers are. The facilitator should be involved if the volunteer needs to be taught something extra, or if he or she is exhausted by the number or level of difficulty of the tasks.

→ One-on-one meetings

One-on-one meetings are meetings between the volunteer and his or her immediate supervisor, during which the facilitator can get feedback and help the volunteer to build his or her own volunteering strategy. Such meetings prevent exhaustion and burnout and provide an opportunity to analyze volunteering and improve it for the future.

→ Group meetings

It is important for volunteers to share their experiences with one another to understand that they are not alone. To do this, you can hold joint meetings to discuss what has been achieved in the volunteering process and what things are going well, and where support and more effort are needed.

→ Mentoring support

It will be easier for the volunteer if he can regularly turn to a more experienced person to monitor his progress. The mentor does not have to be the project manager or the volunteer coordinator. Such persons can be former volunteers, other staff or specially engaged instructors and mentors.

→ Prayer meetings

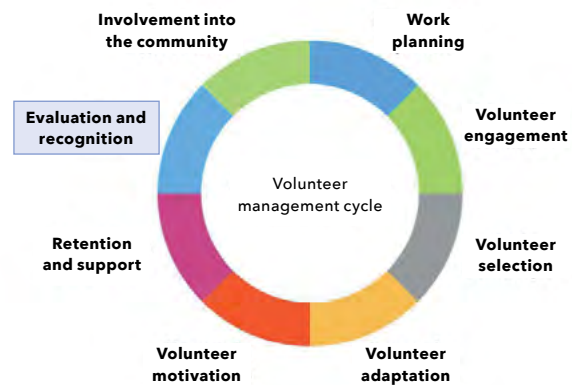
The volunteer coordinator, with the participation of the priest, can hold prayer meetings and discussions to recall the importance of the social ministry. Volunteers should not be forced to attend meetings if it is not comfortable for them, but volunteers who need spiritual support should be given this opportunity.

→ Burnout prevention clubs

In order to support volunteers who provide social assistance, the volunteer coordinator can start a “burnout prevention club”. In the format of the club with the participation of a professional psychologist, volunteers can analyze their experience and share their impressions of volunteering.

It is important to understand that volunteer participation in Caritas is influenced not only by how well the organization works with the volunteer, but also by various **events that take place in the volunteer’s life** and may have nothing to do with what happens during volunteering. The volunteer coordinator should be a friend who supports the volunteer at all stages, but you should limit your involvement in solving the volunteer’s personal problems.

Monitoring and performance evaluation of volunteers



Monitoring and evaluation of volunteers’ work are one of the most important components of the volunteer program. It allows you to objectively assess how effective the volunteer program was, whether the goals were achieved and what aspects of interaction with volunteers should be considered when preparing the next project or volunteer program.

For a volunteer specialist, monitoring and evaluation offers an opportunity to see and measure the results of their work. Although for many this process may seem complicated and confusing, it allows volunteer specialists to:

- see measurable results and success stories in working with volunteers;
- present the results of their work to the manager and partners;
- understand their personal “development zones” and competencies that should be strengthened;
- see “problem areas” and possible ways to develop the program in the future;
- see the “big picture” of how volunteering complements the work of other Caritas areas and projects;
- if necessary, justify the need for systematic work with volunteers;
- present the results to partners, donors and other stakeholders to argue about the importance of supporting volunteer programs;
- attract additional resources (including financial) for future projects with the participation of volunteers.

Monitoring and evaluation provide **ongoing feedback** to all parties to the process. This is both what we do **unconsciously** when we analyze our work with volunteers at different stages and the **formalized processes** of information gathering and feedback.

The results of monitoring and evaluation can be **unexpected** or unpleasant for us. However, even in such cases, they allow us to improve our work with volunteers and make this collaboration more meaningful and effective.

What is the difference between monitoring and evaluation?

Monitoring is an ongoing process of monitoring the implementation of a volunteer program. Monitoring is needed to timely identify problems that arise in the work of volunteers and to prevent possible negative consequences – for volunteers, beneficiaries, Caritas employees and others.

During monitoring, we constantly compare the goals we have set for ourselves and the intermediate results on the way to achieving these goals. Monitoring in volunteer programs is most often **informal**: through observation of the work of volunteers and Caritas employees during the actions, communication with the immediate leaders of volunteers and volunteer teams, and communication with the volunteers themselves in informal meetings. Based on the monitoring results, the volunteer program can be adjusted: for example, to increase or decrease the number of volunteer meetings; increase or decrease the level of control over how volunteers provide assistance; introduce additional training or a meeting with the head of the center for better interaction of volunteers in the environment.

Returning to the cycle of volunteer management, monitoring is part of the retention and support stage. Monitoring is often the basis for the volunteer specialist to initiate additional measures to train, support or prevent burnout of volunteers.

The next step in working with volunteers, according to the volunteer management cycle, is to evaluate and recognize the contribution of volunteers and the volunteer program in general.

Evaluation is a formalized analysis of data obtained as a result of monitoring or evaluation. Evaluating a volunteer program helps to understand how well working with volunteers is developing in an organization or project, and what next steps should be taken to improve and support this activity.

In contrast to monitoring, evaluation takes place periodically during the implementation of the volunteer program and upon its completion. It aims at in-depth analysis and development of recommendations that will be useful in the preparation of future programs.

Indicators (measures)

Monitoring and evaluation is impossible without measures and indicators – quantitative and qualitative criteria of success, which allow to measure and assess the level of achievement of goals. A measure is a compass that allows you to adjust the direction of the volunteer program progress in order to achieve the desired results.

The indicator shows what exactly needs to be measured and analyzed. The measure is the expected or actual level of achievement of the planned indicator (target by indicator). Depending on the goals of the project and the organization, each volunteer program will have its own measures and indicators.

Measures are **quantitative and qualitative**. Quantitative measures allow you to quickly compare results for different periods and draw conclusions based on these data. Qualitative measures are usually more difficult to determine, but they can provide more in-depth information on whether the program's objectives have really been achieved or whether only the required number of volunteers has been recruited. For a successful volunteer program, it is important to choose both quantitative and qualitative measures – but do not use too many, otherwise, it will be very difficult to monitor them during the program.

For a Caritas center, which is just starting to engage volunteers, the indicators can be as follows:

- number of people who completed the Caritas “volunteer questionnaire”
- number of people who took part in at least two volunteer actions during three months
- number of people who passed the “Volunteer School” and learned the basics of volunteering in the field of social ministry
- number of “permanent” volunteers (who help in one specific project or program regularly, several times a month)
- number of volunteers participating in Caritas training and informal events

For Caritas centers more capable of working with volunteers, the indicators can be as follows:

- the number of permanent volunteers from among the former beneficiaries (who have joined the activities of the “Social Wardrobe”, “Culinary School” or other projects and help at least once a month)
- the number of volunteers from among vulnerable groups (in particular, young people aged 14-20)
- the number of new volunteers who will join Caritas in a year (took part in at least two actions as volunteers)
- the number of new volunteers from communities who will join Caritas through the organization's promotion in parishes.

In addition, indicators may relate to the involvement of volunteers who have unique competencies or a narrow profile of activities. For example, the newly created Caritas volunteer program may have the following indicator: “in the children's center, a student volunteer helps the social worker every week (prepares the hall, helps with classes and communicates with children).” In this case, the criterion for the success of the volunteer program will be that such a volunteer has joined Caritas and helps a social worker every week for a certain period of time (at a certain time with certain responsibilities). The focus of a volunteer program may be to find and engage such a volunteer, to adapt and train him or her, and to work internally with the social worker so that he or she can delegate his or her responsibilities to the volunteer.

When developing indicators related to “**permanent volunteers**”, it is necessary to indicate what volume and format of involvement in the project will be considered permanent. For example, how many hours a month a volunteer should invest in helping Caritas or how many activities he should take part in. For most Caritas, a permanent volunteer is a person who participates in at least two actions during the quarter, as well as volunteers who have clearly defined responsibilities (for example, cookery teachers, car volunteers involved in providing assistance to beneficiaries, social worker assistants, etc.).

The situation is similar with “**new**” volunteers: is the volunteer considered a “newcomer” at the time of registration with Caritas or, for example, after participating in the first volunteer action? For different projects, the requirements for new or permanent volunteers will change, so it is necessary to detail these criteria when the indicators are formed.

Volunteer program monitoring procedure

The volunteer program is monitored constantly; evaluation, periodically or at the end of the program. So how and with what tools can you assess the quality of a volunteer program?

To perform ongoing monitoring, the specialist can use a table. Before the implementation of the volunteer program the specialist determines in it the goals to be achieved and indicators that will show the success of the program. During the implementation of programs, the specialist can return to this table to record the results.

Volunteer program monitoring and evaluation table

Indicator	Planned	Reached	Comments	Next steps
Number of people who graduated from the Caritas Volunteer School	60	60	We recruited 60 participants because we thought that everyone would graduate. The program lasted a long time, so only about 20 volunteers graduated. Also, the program coincided with the time of the session in the Free Economic Zone, so some volunteers in the middle of the program refused to participate.	Next time, select three times as many participants and create a gift for everyone who reaches the end of the program. Run the program immediately after the holidays to complete before the session.

A volunteer (student, psychologist) helps a social worker in a children's center every week	1	1	Three volunteers were selected, of which only one remained after the briefing and test session. Very successfully conducted 12 classes, received positive feedback from a social worker.	Make the internship program at Caritas more public among students. Draft a letter of recommendation and a practice journal for the volunteer. Next time, talk about the opportunity to receive thanks from Caritas.
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This is a very simple form of monitoring and evaluation, but its regular completion and analysis significantly strengthen the “habit of thinking” and making more informed decisions.

Volunteer program evaluation procedure

To evaluate the volunteer program, you need to analyze:

- How well the indicators planned at the beginning of the program were achieved;
- How well were the expectations of volunteers, the community and Caritas from working with volunteers fulfilled?

Evaluation tools include:

- analysis of documentation and of the volunteer program plan;
- monitoring the work of volunteers;
- collecting feedback from employees to whom volunteers are assigned;
- collecting feedback from the center manager and project managers;
- analysis of reports and feedback provided by the volunteers themselves;
- surveys, interviews, questionnaires, focus groups, etc.

To analyze indicators, it is enough to get access to the accompanying documentation: lists of volunteer registrations, agreements on the provision of volunteer assistance, registration questionnaires, reports from volunteers, etc.

To analyze expectations, it is necessary to return to the expectations and interests of stakeholders in the volunteer program. We have already identified them at the planning stage of the volunteer program – the first stage of the volunteer management cycle.

At the planning stage, we analyze a lot of the needs, expectations and biases of three key parties: Caritas itself and its employees, the community represented by local residents, beneficiaries and partners, and the volunteers themselves who join the organization. To monitor and evaluate, we need to return to the interests and expectations of these three parties – and get feedback from them on how successful they consider volunteering at Caritas as a whole or an individual project.

The most common tools for collecting feedback from these three parties are observations, surveys, interviews and focus groups.

Evaluation questions guidelines

For Caritas project managers:

- Did you involve volunteers in your project during this year? If so, share your experience. If not, why not?
- How effective was your collaboration with the volunteers? Were you able to achieve your goals and to what extent?
- What do you think would have changed in your project if volunteers had not joined it at all this year?
- What have you personally gained from this experience of working with volunteers?
- What difficulties do you face in working with volunteers?
- What knowledge, skills and competencies do you lack to work better with volunteers?
- How did your expectations from being involved and working with volunteers come true?
- How did you enjoy recruiting volunteers? Do you want to continue doing this?
- How do you think Caritas' work with volunteers has changed over the last year?

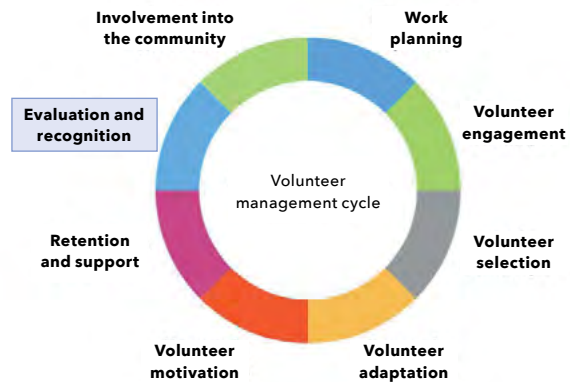
For Caritas volunteers:

- What were your expectations when you first volunteered at Caritas? How did these expectations come true?
- What did you like most about volunteering at Caritas?
- What was the most difficult thing for you while volunteering at Caritas?
- Have you participated in informal volunteer meetings? If so, share if you liked it and what would be worth adding next year. If not, please share why.
- Have you experienced burnout, exhaustion, fatigue, or lack of support during this time?
- How would you describe the interaction with your coordinator/manager? What did you like and with what were you not very comfortable?
- How would you describe interacting with other volunteers? What did you like and with what were you not very comfortable?
- What knowledge, skills and competencies do you lack to better carry out your volunteering activities?
- What can we, as Caritas, do better to make the volunteer experience with us as useful and enjoyable as possible?
- Are you ready to share your volunteer experience with friends and acquaintances to invite them to join us at Caritas?

For beneficiaries

- Tell please, whether you noticed that several new people, volunteers, joined our project this year? If so, share your impressions of communicating with them.
- What did you personally lack in communicating and interacting with volunteers?
- Do you have any recommendations or suggestions for our activities?
- Are you interested in trying yourself as a project volunteer next year?

Recognizing volunteer contribution



Recognizing the contribution of volunteers to achieving common results is an integral part of working with volunteers. It is important both for those volunteers who want to feel part of a big and socially significant cause, and for those volunteers for whom personal achievements or public recognition are a priority.

Why is it important to recognize the contribution of volunteers?

→ Build trust

Behind the programs implemented by Caritas are not only donors and employees of the organization but also a large community of volunteers. When the community sees systematic work with Caritas volunteers, the level of trust and support of the organization increases.

→ Appreciate volunteers

It is important to remind volunteers of the value of their contribution to the organization and project. Feedback, gratitude and honors for volunteers not only motivate further work but also help attract new volunteers and partners.

→ Be a stakeholder

Quality work with volunteers, including recognition of their work, serves as an example for other organizations and charitable foundations and shows that Caritas is a live organization that unites many different people around the solution of the most pressing social problems. For local authorities, working with volunteers is also a sign of quality: if a large number of people invest their time in helping Caritas, local authorities are more willing to cooperate.

Volunteer acknowledgment can be:

Formal: awards, certificates, posters, medals, badges, official events in honor of volunteers, mentions in annual reports and publications on social networks, providing written recommendations signed by the head of Caritas.

Informal: personal thanks from Caritas staff and beneficiaries, recommendations for various opportunities outside Caritas (for example, international volunteer programs in which the volunteer can participate), invitations to informal meetings, theater or cinema, celebrating volunteers' birthdays and parties.

For volunteers to feel valuable, the recognition of their contribution to the development of the common cause must be **sincere** and **systematic**. It is a good practice to launch annual joint celebrations in honor of International Volunteer Day, where volunteers can review the results of their work, receive thanks and spend time with like-minded people and partners.

Best practices of recognizing the volunteer contribution

- Congratulating volunteers on their birthday in person and in a joint chat
- Free tickets for volunteers to theaters and cinemas
- Creating a Caritas volunteer certificate or passport
- Creating a special award (medal or statuette) for the most active volunteers
- Organizing joint active recreation (for example, paintball)
- Preparing publications on social networks dedicated to volunteer stories (in the format of interviews)
- Creating exchange programs with other organizations and foundations
- Creating a library in the Caritas office with books that can be used by volunteers
- Finding a mentor who can help the volunteer hone their personal and professional qualities and skills
- Nominating volunteers for regional and national competitions "Volunteer of the Year", national competition "Charitable Ukraine" and others

It is important that volunteers feel valued not only for the **volunteer coordinator** but also for project and unit managers. Often the head of the unit does not have the opportunity to personally participate in all activities for volunteers. In this case, you can record a video appeal for volunteers or invite him with a short visual presentation to one joint event.

Volunteer community engagement



Volunteer community engagement is the last stage of the volunteer program. It is important because, although the volunteer program has its beginnings and endings, human participation in Caritas volunteering is not limited to one program. Therefore, it is important not only to involve volunteers in projects or actions, but also to form a volunteer community of people who share common values and interests.

Volunteering is a form of participation in the life of Caritas, but there are other opportunities to support the organization without joining directly to volunteer programs.

After completing their volunteer activities, volunteers can be:

→ Ambassadors

As volunteers are well acquainted with the mission and activities of Caritas, they can disseminate information about the organization's programs and projects, help attract future volunteers and maintain the positive reputation of Caritas in the community.

→ Philanthropists

Volunteers can support Caritas with their charitable contributions on a permanent or irregular basis. Because they are well acquainted with Caritas's work "from within", for many, Caritas financial support can be the next step after completing volunteering.

→ Coaches and mentors

Successful volunteers can conduct training for beginners, as well as become their instructors and mentors. Volunteers can be invited to a volunteer community meeting to share experiences and encourage others to volunteer.

→ Fundraisers

Volunteers who are good at communications and project organization can be involved in fundraising campaigns. Volunteers can help develop fundraising campaigns, as well as disseminate fundraising information to their environment.

→ Employees

Volunteers often become successful employees because they already share Caritas values and understand the specifics of the organization.

Keeping in touch and having a sincere friendship with Caritas is extremely important to most volunteers. And although a volunteer's life circumstances and interests may change throughout life, it is important to maintain a connection and a positive relationship between the volunteer and the organization.

Conclusions

*When one takes, one fills a hand
When one gives, one fills a heart*

At first glance, volunteer management is a system of attracting and coordinating volunteers that helps the organization achieve better results. Like any system, volunteer management has its own structure, approaches, stages and tools, the use of which helps to make the experience of volunteers unforgettable.

At the same time, volunteer management covers many more areas than purely involving volunteers or coordinating their work. Building a common atmosphere and corporate culture, monitoring and evaluation of volunteer work, prevention of burnout and motivation, adaptation of the newcomer to the team and organizational processes – each of these aspects is a separate area for research and professional development of a person responsible for volunteering.

If the volunteer management cycle is a compass that helps you understand where to go to build a new or strengthen an existing volunteer program, the tools and guidelines in the handbook are elements that will help you move forward with more confidence.

Social ministry, which is based on systematic work with volunteers, not only affirms the values of charity and love, but also helps everyone to take responsibility for the community and the environment to which they belong.

Best practices catalogue of volunteer programs

Working with volunteers is not only a theory but also a practice. This section describes successful Caritas volunteer programs, tools and practices for attracting, supporting and training volunteers..

All-Ukrainian practices:

- **Involvement of volunteers in the “Easter basket” Campaign**
The Easter Basket is an annual all-Ukrainian event during which volunteers raise charitable aid to make up an Easter basket. Citizens have the opportunity to join the action and leave food in shops and supermarkets.
- **“Letters to St. Nicholas” All-Ukrainian Campaign**
Letters to St. Nicholas is a charity event for young beneficiaries of the fund, during which they tell about their victories and successes through letters. Volunteers prepare a holiday show and sweet gifts to congratulate the children on the holidays.
- **SEVA – Social and Educational Volunteer Academy**
SEVA is a volunteer training program that prepares volunteers to work with Caritas Kyiv wards. During the training modules, volunteers learn the most important information on how to work with different categories of wards.
- **Engaging senior volunteers in the “Social Wardrobe”**
Social Wardrobe is a project that aims to provide vulnerable groups with free clothing and footwear. Volunteers are on duty at the aid distribution point where they receive, sort and distribute charitable donations from citizens.
- **Volunteer fundraising in the “School Bag” Project**
The School Bag is a charity event on the occasion of the beginning of the school year, during which volunteers provide charitable assistance with stationery for children from vulnerable categories.
- **“Faith and Light” Christian Community Movement**
Faith and Light is a worldwide movement of people who are mentally handicapped. Together with volunteers and mentors, they share their psycho-emotional state, hold various events, meetings and workshops, which helps them to socialize and spend time with benefit.

Local practices:

- **“At Arm’s length” Volunteer Campaign**
Delivery of charitable assistance to single people who are wards of the “Home Care” project. Volunteers collect charitable aid on their own and deliver it to those in need, which satisfies their need for basic foodstuffs.

- **Sewing protective masks in response to the COVID-19 pandemic**
Local volunteer action, during which seamstress volunteers make personal protective equipment and give it to people in need. Among the wards are people of retirement age, as well as residents of the buffer zone.
- **Local volunteering development through the “Volunteer School”**
Volunteer School is an educational event during which volunteers gain basic knowledge about volunteering, as well as get acquainted with local charities and community movements. After the training, volunteers consolidate their knowledge in practice, working with children or conducting tours in local green areas.
- **SoborHelp social initiative, established by Vynohradnyk evangelical community**
An initiative that provides assistance with the delivery of basic necessities, as well as psycho-emotional support for single elderly people. The initiative has a hotline and distribution point to help citizens.

Involvement of volunteers in the “Easter basket” Campaign

All-Ukrainian Practice

Project and Campaign name: “Easter basket”

Caritas center that implements practice: Every Caritas center

Person in charge: Project manager / event manager

Description of Project / Campaign involving volunteers: The purpose of the action is to collect and distribute food packages in the form of “Easter baskets” for people in need and who are in difficult life circumstances. The promotion take place on the eve of Easter, in preparation for which shoppers can donate food to make up food packages. The assistance is aimed at the elderly, people with disabilities and children from families in difficult life circumstances.

“Easter Basket” is a set of basic food products (among which are eggs, cereals, sugar, stews, condensed milk, delicacies, tea, as well as the traditional Easter cake), which will be a manifestation of attention, love and material aid for people in need.

Project volunteer team: In grocery stores and supermarkets, volunteers inform customers about the charity event through communication with customers and the distribution of thematic leaflets. Caritas volunteers and employees also disseminate information about the campaign on social networks and the media. Volunteers help to make up Easter food packages and, together with the fund’s employees, deliver the packages to the beneficiaries.

Volunteer’s role in the project: Assisting in collecting food, making up food packages and delivering them to the beneficiary.

Resources involved in implementing the project:

- Charitable donations from individuals and small and medium-sized businesses
- Handouts with project information (banners, flyers, posters)

- Branded packages for forming sets
- Premises for making up food packages
- Transport for delivery of packages (business or volunteer)

In some locations, METRO Cash and Carry is a permanent charity partner, providing food, and collecting and delivering food packages with the help of volunteers.

Advantages of working with volunteers: Conducting organizational and information campaigns, as well as targeted greetings to beneficiaries.

Conclusions: By involving volunteers into the campaign, the initiative raises public awareness of the needs of people in difficult life circumstances, as well as receives a significant increase in the amount of charitable assistance raised. Through a large-scale information campaign, locals have the opportunity to join Caritas as donors and volunteers.

“Letters to St. Nicholas” All-Ukrainian Campaign

All-Ukrainian Practice

Project and Campaign name: “Letters to St. Nicholas”

Caritas center that implements practice: Every Caritas center

Person in charge: Specialists of the children’s center

Description of Project / Campaign involving volunteers: A month before St. Nicholas Day, Caritas employees receive letters from the beneficiary children of the fund, in which they tell about the past year and what achievements they have gained.

Volunteers prepare a play for the holiday, where they gather these children, as well as hold a charity collection of sweets. After the festive concert/performance, volunteers in St. Nicholas costumes hand out sweet gifts.

The action is held annually for orphans, children with disabilities, children in difficult life circumstances, children left without parental care, children who have experienced violence and those living in boarding schools.

Project volunteer team: The vast majority of volunteers involved are young people who have experience working with children or finding resources. Also, among the volunteers are those who have a professional education in the field of social work or child psychology.

Volunteers’ role in the project: Volunteers help to enter children’s wishes into the database, collect charitable assistance in shops/supermarkets, make up gift sets, sort them, as well as prepare a holiday show and bring gifts together with Caritas employees.

Resources involved in implementing the project:

- information posters about charity fundraising;
- greeting cards;
- charitable assistance from individuals and small/medium businesses in the form of sweets.

Advantages of working with volunteers: Preparation of a theatrical performance for children, as well as home greetings during the quarantine due to the COVID-19 pandemic.

Conclusions: Involving psychologists or social workers into volunteering is a good opportunity to raise their awareness of the profession they have chosen. In such cases, volunteering can be encouraged through formal training. To attract volunteers, it is necessary to communicate about the possibility for students to gain practical experience in working with children.

SEVA – SOCIAL AND EDUCATIONAL VOLUNTEER ACADEMY

based on Caritas Kyiv experience

Project and Campaign name: SEVA – Social and Educational Volunteer Academy – a course of volunteer experience and life knowledge

Caritas center that implemented practice: Kyiv

Person in charge: Volunteer specialist

Description of Project / Campaign involving volunteers: For more than 1.5 years, Caritas Kyiv specialists have been conducting training for future volunteers and anyone interested.

Training is conducted in the following topics:

1. Basics of volunteering;
2. Volunteering with children and families;
3. Volunteer assistance in experiencing grief;
4. Volunteering with adults and the elderly;
5. Medical volunteering with the elderly;
6. Volunteering for people with disabilities;
7. Volunteering on guard of law;
8. Volunteering and the media;
9. Volunteering with unconditional acceptance;
10. Volunteering without burnout.

During training seminars, workshops, and group activities volunteers have the opportunity to obtain the necessary information that will be useful during volunteer work. Participation in thematic modules is free. The volunteer can join for free or for a charitable contribution, depending on the relevance of the topic and the qualifications of the trainer.

During the whole period of the trainings, about 400 volunteers of different ages from all over Ukraine were covered; 90% of them were representatives of the Kyiv region.

Project volunteer team: Most of the experts who joined the trainings within the project are volunteers who did not receive payment for their activities.

Volunteers' role in the project: Volunteer experts conducted lectures and trainings on specific topics, shared their recommendations and practical experience with program participants. During the program, a significant number of participants joined volunteer activities at Caritas.

Resources involved in implementing the project:

Offline:

- Room for 30-40 people
- Coffee break
- Stationery and handouts

Online:

- Zoom
- Computer with camera and microphone
- Additional online tools for working with the study group

Advantages of working with volunteers: After training, 60% of certified participants remained at Caritas as volunteers. The experts who participated in the trainings received a positive experience of cooperation with Caritas and expressed a desire to help in the future.

Conclusions: Involving experts on a free basis is a successful practice for the formation of Caritas training projects. For experts, volunteering at Caritas is an opportunity to share their professional experience and support an organization that builds processes for working with volunteers. For participants, such a training course is an important element of integration into the new environment, which allows them to be acquainted with different areas of volunteering, join the most interesting projects, and form a trusting and long-term relationship with the organization.

Engaging senior volunteers in the “Social Wardrobe”

All-Ukrainian Practice

Project and Campaign name: “Social Wardrobe”

Caritas center that implements practice: Kyiv, Mariupol, Zaporizhzhia and Kramatorsk

Person in charge: Volunteer manager, representatives of the Crisis Center

Description of Project / Campaign involving volunteers: Citizens who belong to vulnerable categories can get clothes, shoes, as well as household goods, books and utensils free of charge. Charitable assistance is donated to the fund by local residents, small and medium-sized businesses. The items are then addressed to the beneficiaries or formed in large batches and handed over to the residents of the buffer zone. Clothes that cannot be used are transferred to animal shelters as rags.

Project volunteer team: The volunteers of the project are former beneficiaries of the fund, who visit the social wardrobe twice a week. A total of 6-8 volunteers are involved in the project, who work in shifts.

Volunteers' role in the project: Volunteers collect, sort and distribute items among the fund's beneficiaries. When a large number of items are sent to the project, the team attracts additional volunteers.

Resources involved in implementing the project:

- Premises: must have an additional entrance and allow ventilation;
- Shelves, hangers, baskets, cabinets, etc.
- Items: charitable help from citizens and small/medium businesses

Advantages of working with volunteers: The work of the social wardrobe is based on the volunteer activities of the beneficiaries, for whom it is an opportunity to join the work of Caritas “from inside”. Volunteers perform the vast majority of project administration tasks and periodically deliver packages to beneficiaries who cannot come to the Caritas office.

Conclusions: Volunteers of the “golden age” and volunteers from among former or current beneficiaries can be dedicated assistants in organizing projects such as the social wardrobe. For them, volunteer help is an opportunity to realize themselves in communication with other people, and exchange experience and information. Working in small teams, such volunteers can independently administer the project and keep in touch with those for whom the project works.

Volunteer fundraising in the “School Bag” Project

All-Ukrainian Practice

Project and Campaign name: “School Bag”

Caritas center that implements practice: Every Caritas center

Person in charge: Project manager / event manager

Description of Project / Campaign involving volunteers: It is an annual charity event held on the eve of the school year. Concerned citizens, philanthropists, volunteers and entrepreneurs collect sets of necessary stationery that will be useful to the small beneficiaries of the fund. Since 2000, tens of thousands of schoolchildren have received brand new school backpacks filled with the necessary stationery.

Project volunteer team: Volunteers inform supermarket buyers about the charity event through communication with customers and distribution of thematic leaflets. Caritas volunteers and employees also disseminate information about the campaign on social networks and the media. Volunteers help to make up sets of stationery and together with the staff of the foundation hold a solemn event for the transfer of sets to children.

Volunteer's role in the project: Assistance in information companies, collection and formation of food, organization of the holiday and transfer of aid to beneficiaries.

Resources involved in implementing the project:

- Charitable assistance from individuals and representatives of small and medium-sized businesses;

- Handouts and promotional materials (flyers, posters, banners);
- Business transport for the transportation of charitable assistance.

Advantages of working with volunteers: Conducting organizational and information campaigns. A large number of mentions on social networks and personal contacts of volunteers helped to spread information about the charity event. New philanthropists and volunteers joined the project.

Conclusions: The most important component in the development of volunteer fundraising is the quality training and instruction of volunteers who participate in fundraising campaigns. The specialist who coordinates the work of volunteers should provide them with the necessary documents and knowledge about the organization. Volunteers work exclusively in small teams, not individually. Such volunteer teams can regularly take part in various fundraising or financial assistance campaigns conducted by Caritas.

“Faith and Light” Christian Community Movement

All-Ukrainian Practice

Project name: “Faith and Light” Community Movement

Parish implementing practice: Protection of the Blessed Virgin Parish

Person in charge: Secretary of “Faith and Light Ukraine” Savka Justina

Description of Project / Campaign involving volunteers:

The International Christian Community Movement, which unites people with mental disabilities, their parents and young friends. Community members meet to share difficulties and joys, to celebrate and pray, to support one another; to grow in friendship, faith, and love; and to jointly participate in summer camps, retreats, pilgrimages.

Project volunteer team: There are now 36 communities in different cities of Ukraine – in Kyiv, Lviv, Zhovkva, Ternopil, Tyachev, Khust, Uzhhorod, Kamianets-Podilskyi, Truskavets, Stryi, Zhytomyr, Kokhavyno and Novy Rozdol. In each community, there are 5 to 20 permanent volunteers aged 18 to 40.

Volunteer’s role in the project: Volunteers communicate with beneficiaries with mental disabilities and have the opportunity to share their loyalty and feel supported. Thanks to volunteering, people with mental disabilities learn the true values of life, and discover the deep meaning of life.

Resources involved in implementing the project:

Depending on the planned activities, the following resource categories are required:

- Stationery and delicacies;
- Expenses for holding thematic camps (travel, accommodation, meals, etc.)

Advantages of working with volunteers: Volunteers meet regularly in the middle of each community center and share difficulties and victories during their mentoring in a circle of trust. They also often celebrate their successful joint activities, which increases the trust and connection between the team of volunteers.

Conclusions: There are many examples in the world and Ukrainian practice when real/former beneficiaries are involved in volunteering. It helps to socialize a person who belongs to the category of people living in difficult life circumstances. Through volunteering, they become more aware of the real impact of volunteering and start working to change their lives.

“At Arm’s length” Volunteer Campaign

based on the experience of Caritas Khmelnytskyi

Project and Campaign name: “At Arm’s length” home care project

Caritas center that implements practice: Khmelnytskyi

Person in charge: Social worker

Description of Project / Campaign involving volunteers: As part of the “At Arm’s length” social project, every Friday, volunteers deliver food packages to the homes of the most vulnerable residents of the city. These are single people of respectable age and people with disabilities who found themselves in a difficult situation during the quarantine. Categories of the needy are entered in the unified registers of users of Tercenter, Caritas and other charitable foundations. Its purpose is to help, in particular, the elderly and single mothers with food. One person can receive one set of products at least once a month if there are products for its completion. Baskets, where you can put packaged food, are placed in Khmelnytskyi shops. There is also a poster with the phone numbers of the Caritas Foundation so that Khmelnytskyi residents can join the project and/or get help from the foundation.

Project volunteer team: More than 100 volunteers who have their own transport are added to the telegrams of the project channel, where they learn information about help. Once a week, they deliver food packages to 35 fund beneficiaries at home. Volunteers deliver social packages on Wednesdays and Fridays if there is free transport.

Volunteers’ role in the project: In the shops of the city, volunteers agreed and placed special baskets where Khmelnytskyi residents can leave food for the needy. Volunteers pick up the contents of the baskets and deliver them to Caritas, where they make up food packages and deliver them to the needy.

Resources involved in implementing the project:

- Information posters and flyers;
- Boxes for collecting charitable aid in stores;
- Volunteer transport.

Advantages of working with volunteers: Due to the threat of COVID-19 spread, many people found themselves in a difficult life situation. The involvement of volunteers helped to deliver high-quality and timely food to the beneficiaries in need.

Conclusions: Volunteers who have their own car can join Caritas projects both in crisis situations and on a regular basis. It is a successful practice to create a database of car volunteers, which the organization can turn to if necessary.

Sewing protective masks in response to the COVID-19 pandemic

based on Caritas Zaporizhzhia experience

Project and Campaign name: Sewing protective masks in response to the COVID-19 pandemic

Caritas center that implements practice: Zaporizhzhia

Person in charge: Volunteer Manager

Description of Project / Campaign involving volunteers: Since the beginning of quarantine measures, there has been a need to sew protective masks for vulnerable population segments. Today, protective masks are no longer in short supply – they can be purchased at every turn, but the representatives of the poor and privileged categories (large families, single mothers, people with disabilities, IDPs, retirees, etc.) lack funds to regularly renew their personal protection means. Caritas provided volunteers with the necessary quantities of materials, and volunteers made masks on their own sewing machines.

Project volunteer team: Volunteers with a basic knowledge of cutting and sewing and with their own sewing machines joined the campaign. Volunteers worked remotely and sent finished products by mail.

Volunteers' role in the project: 90% of the project's success is supported by volunteer assistance. The volunteer produces finished products in the form of a protective mask for the beneficiaries of the fund.

Resources involved in implementing the project:

- Materials for sewing masks;
- Mask pattern;
- Volunteers (preferably with a sewing machine).

Advantages of working with volunteers: At the first stages, ten volunteers joined. Six months later, the action was supported by volunteers from the Zaporizhzhia region to increase the number of volunteers to 50. In addition, with the support of the Ukrainian Volunteer Service, more than 30 volunteers were found to help make masks and send them to wards.

Conclusions: Involving volunteers in remote care is a successful practice in projects that involve individual volunteer work. The task of the volunteer specialist is to provide all the necessary materials to create the product, as well as to conduct online meetings to instruct and support volunteers.

An important aspect of working with remote volunteers is regular online communication and coverage of the results of work on social networks and among volunteers.

Local volunteering development through the “Volunteer School”

based on Caritas Zaporizhzhia experience

Project and Campaign name: “Volunteer School”

Caritas center that implemented practice: Zaporizhzhia

Person in charge: Volunteer Manager

Description of Project / Campaign involving volunteers: The Volunteer School is aimed at active student youth who are interested in gaining practical experience through non-formal learning and the implementation of social projects.

Purpose: facilitate an increased motivation for volunteering, mastering the basic knowledge and skills necessary for volunteering, as well as the development of social activity. The following is discussed during the classes:

- Volunteering: what opportunities volunteering opens up;
- Organization of volunteer activities;
- Forms of recognition, motivation and psychological burnout of volunteers;
- Best volunteer practices in Ukraine;
- Attracting resources for the implementation of volunteer programs;
- Algorithm for developing ways to attract volunteers.

After a training course at the “Volunteer School”, we set a practical task – organizing a trip with a creative master class to an orphanage or holding a party in a local park.

Project volunteer team: Youth from 14 to 35 years of age in Zaporizhzhia and the Zaporizhzhia region. Up to 30 participants are selected within one course according to the level of motivation to participate.

Volunteers' role in the project: The volunteer education project enables future volunteers to acquire the basic knowledge and skills necessary for volunteering, as well as the development of social activity. As the internship takes place at the end of the school, volunteers have the opportunity to gain their first volunteering experience.

Resources involved in implementing the project:

- premises for 30-40 people;
- coffee break;
- stationery;
- charitable assistance in the form of sweets and stationery for children;
- household goods for the public gathering;
- volunteer trainers.

Advantages of working with volunteers: Experienced volunteer trainers have shown new volunteers very well that there are different types of assistance, and volunteering is not limited to

fundraising. The coordinated work of school graduates and coaches helped to easily absorb the information and consolidate it in practice.

Conclusions: Such measures increase the competence of volunteers in providing volunteer assistance and provide them with experience in working with Caritas employees and beneficiaries. Thanks to participation in trainings and acquaintance with other volunteers, newcomers are motivated to take part in the next events. As schooling involves a practical component, it can be combined with the planned charity events of Caritas, which immediately involve participants as volunteers.

SoborHelp social initiative, established by the Vynohradnyk Evangelical Community

Project and Campaign name: “SoborHelp social volunteer initiative”

Parish implementing practice: Patriarchal Church of the Savior on Blood Parish, Vynohradnyk Evangelical Community, Kyiv

Person in charge: Coordinator of the initiative and a council consisting of four people

Description of Project / Campaign involving volunteers: The Sobor. Help social initiative was established at the beginning of the quarantine in April 2020 to provide humanitarian assistance and support to people in difficult life situations. Following state-imposed quarantine measures, single people were afraid to go to the store or pharmacy. To help them, volunteers set up a toll-free telephone hotline where people could seek help with food packages and spiritual/moral support.

Project volunteer team: About ten people are active volunteers, mostly members of the Vineyard community. The project coordinator and the council make key decisions on the distribution of aid, the criteria for selecting the neediest people, the organization of the delivery of food packages, and their purchase. The age of volunteers is mostly 25 to 45 years.

Volunteers' role in the project: Three persons take phone calls/inquiries from citizens. Two volunteers organize the necessary purchases of long-term storage of food packages and keep records of them. One person is responsible for sorting the clothes and shoes that people bring to the Cathedral. Two people from the council are in contact with volunteers, trying to motivate and coordinate their work.

Resources involved in implementing the project:

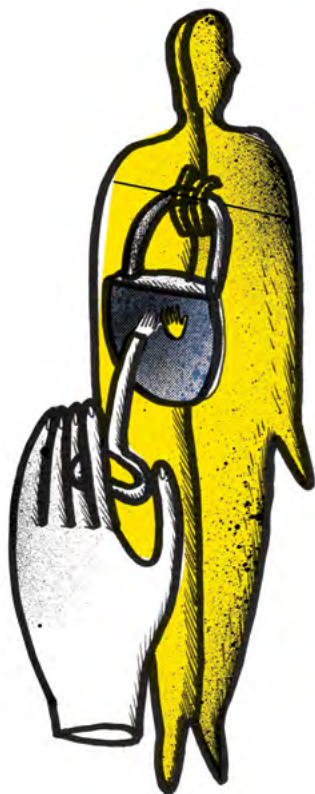
- Charitable donations of food, clothing and footwear;
- Storage room (warehouse);
- Shelves and other equipment for storage and the accounting of assistance;
- Free software for organizing a hotline;
- Funds for incoming and outgoing calls;
- Funds for the purchase of food packages.

Advantages of working with volunteers: The initiative group, which later joined the Sobor.Help board, took the initiative to create the project. We managed to gather a team of ten active volun-

teers. Roles and areas of responsibility were assigned. The creation of an internal council has also simplified the process of distributing charitable assistance.

Conclusions: It is valuable for volunteers to see the result of their work, to hear feedback on the importance of their help from the neediest. An important role in parish social service/volunteering is played by the priest, who supports and gives a vision of who to help in the parish and what resources can be used. Priests' guidance is an important component of working with volunteers, as they support volunteers in difficult situations and inspire further participation.

Annexes



VOLUNTEER QUESTIONNAIRE

Surname and name _____

Date of birth _____

Email _____

Phone number _____

Social network identity _____

Occupation

Student: _____

Employed: _____

Which Caritas projects and activities would you like to join?

- Home care
- Social wardrobe
- Work with children and youth
- Environmental projects
- Educational projects
- Charity events
- Help with PR and communications
- Online volunteering
- Assistance in administrative work

Why you are interested in joining the Caritas volunteer team?

How much time are you willing to devote to volunteering?

- Several hours a day
- A few hours a week
- Several hours a month
- Other: _____

What time is convenient for you to participate in events?

- Weekdays only (Monday-Friday)

- Weekends only (Saturday, Sunday)
- Morning time only (until 12:00)
- After 15:00 and beyond
- Evening time (after 18:00)
- Other: _____

Do you have volunteering experience? Describe, please.

Specify (with what help, skills and knowledge) you can support our activity?

Your preferred contact channel

- Phone
- Viber
- Telegram
- Email

I hereby grant my consent to collect and process my personal data in accordance with the Law of Ukraine «On Personal Data Protection» of June 1, 2010, № 2297-VI.

We are truly grateful to you for your willingness to help together with us!

As everyone who takes – fills a hand.
And everyone who gives – fills a heart!

JOB DESCRIPTION VOLUNTEER SPECIALIST

A volunteer specialist is a member of the team responsible for the involvement, organization and interaction with volunteers, as well as those who want to become volunteers. The specialist is responsible for ensuring that each of the parties – the volunteer, the organization and the beneficiaries – receives a positive experience and the result of cooperation.

The purpose of the specialist is to attract and maintain relationships with volunteers to increase the effectiveness and visibility of programs and projects of the fund.

The volunteer specialist must meet the following requirements:

- have specialized higher education in the relevant field of training (“organization management”, “non-profit organization management”, “personnel management” or related specialties)
- have experience in attracting and coordinating volunteers from two years (on a paid or volunteer basis)
- share the values of the organization;
- have personal volunteer experience in the social sphere (participation in targeted assistance projects for vulnerable groups, etc.);
- have a high level of sociability and empathy;
- have a low level of conflict and be able to work in a team;
- be optimistic and cheerful, be able to act with a focus on people;
- know the ethical principles and standards of social assistance;
- have an understanding of the principles of selection, adaptation, training, motivation management of employees and volunteers, as well as a positive experience of people management;
- have a high level of personal ethics and responsibility.

The following criteria will be a benefit during selection:

- experience in international or national organizations from two years;
- experience in involving and/or coordinating large volunteer groups (from 100 people);
- foreign languages (English, German), Upper-Intermediate or Advanced level.

The specialist has the following responsibilities:

- Monitoring and analysis of the organization’s needs for attracting volunteers;
- Formation of a volunteer program and profiles of volunteers who are planned to be involved in the project or organization;
- Conducting an information campaign to attract volunteers (according to the formed profiles);
- Organization and coordination of volunteers’ activities in accordance with the project requirements (including coordination of volunteers before, during and after the events);

- Conducting interviews, briefings, orientation, training and motivational meetings with volunteers;
- Recording needs, formation and implementation of the curriculum for volunteers;
- Providing support and support to volunteers involved in the activities of the organization or project (holding individual and group meetings to prevent burnout and collecting feedback);
- Support of communication with volunteers between events (conducting e-mails, maintaining communication on social networks and other communication channels);
- Preparation of the necessary documentation for volunteers (memos, contracts, letters of recommendation, certificates, etc.);
- Conducting public events, presentations and speeches to involve volunteers in the activities of the organization or project;
- Providing software document management and maintaining a database of volunteers;
- Analysis of indicators and preparation of reports on work with volunteers.

The volunteer specialist is expected to work in the organization's office. The position **involves participation** in business trips (total no more than 25% of working time).

The volunteer specialist reports to the project coordinator and reports to him/her on his/her work.

The volunteer specialist performance is assessed using such indicators as:

- the number of volunteers who applied for participation in the organization's volunteer programs (number of registrations);
- the number of volunteers who participate in the organization's volunteer programs (at least once a quarter);
- the number of current or former beneficiaries of the organization involved in the provision of volunteer assistance;
- the level of satisfaction of the needs and expectations of the involved volunteers (based on the feedback questionnaire for volunteers).

The volunteer specialist has the right:

- to provide the necessary conditions, resources and means for project implementation;
- to get acquainted with the draft decisions of the management concerning its activity;
- to receive from the leader and colleagues complete and reliable information necessary for project implementation and quality coordination of volunteers;
- to make proposals to management for improvement of work related to the responsibilities provided for in this instruction;
- within its competence, to inform the immediate supervisor of all deficiencies identified in the process of activity and make suggestions for their elimination;
- to require the organization's management to assist in the performance of their duties and exercise their rights;
- other rights provided by law.

The volunteer specialist shall be liable:

- for non-performance or improper performance of their official duties provided for in this job description;
- for causing material or moral damage to the organization or project;
- for disclosing personal information of volunteers, which became known to specialists during their official duties;
- for offenses committed in the course of their activities – within the limits set by law.

In the event of misunderstandings and conflicts in the implementation of the responsibilities set out in this instruction, the specialist should seek the advice and support of his immediate supervisor.

I have read and understood the job description.

**AGREEMENT NO. _____
FOR VOLUNTEERING**

City of _____ 20_____

The International Charitable Foundation Caritas Ukraine represented by _____ (hereinafter referred to as the Organization), acting on the basis of the Charter, on the one hand, and the Volunteer _____, passport series _____ No. _____, issued _____ "_____" _____ (hereinafter referred to as the "Volunteer"), on the other hand, (hereinafter collectively referred to as the "Parties") have entered into this Agreement for volunteering (hereinafter referred to as the "Agreement") as follows:

1. SUBJECT MATTER

- 1.1.** This Agreement is concluded for the purpose of attracting voluntary assistants (volunteers) to provide volunteer assistance (performance of works, provision of services and other support) to the Organization during the term established in the Agreement in the following areas:
- providing assistance to socially vulnerable groups, including low-income large families, the elderly, people with disabilities, drug addicts, orphans, internally displaced persons, etc.;
 - holding social and charitable events;
 - raising funds on a non-refundable basis to ensure the statutory activities, as well as the implementation of projects and programs of the Organization;
 - carrying out other activities arising from the goals and objectives of the Organization.
- 1.2.** Volunteer assistance is provided by the Volunteer from the moment of signing this Agreement. Officially, a Volunteer of the Organization is a person who has signed an Agreement for volunteering.

2. RIGHTS AND OBLIGATIONS OF THE PARTIES

2.1. The Volunteer is entitled to:

- 2.1.1.** Be provided with proper conditions during his volunteer activities.
- 2.1.2.** Receive complete and reliable information about the procedure and conditions of volunteer assistance.
- 2.1.3.** Use current legal documents, information materials, receive the necessary advice from officials of the Organization.
- 2.1.4.** Participate in trainings, seminars, and other educational and developmental activities conducted by the Organization and its structural units for volunteers on a free basis, provided openings are available.
- 2.1.5.** Receive documents from the Organization (references, recommendations, etc.) on the nature, quality and scope of work performed, services provided, and the level of qualification of the Volunteer.

- 2.1.6.** Make suggestions on forms and methods of volunteer assistance.
- 2.1.7.** Stop providing volunteer assistance as under paragraph 2.2.6.
- 2.1.8.** Receive various intangible incentives: letters of thanks, diplomas, certificates, letters of recommendation, etc.

2.2. The Volunteer shall:

- 2.2.1.** Review and adhere to the Charter of the Organization, policies and procedures adopted by the Organization.
- 2.2.2.** Adhere to the Code of Conduct and other documents of the Organization that govern the activities of volunteers.;
- 2.2.3.** Not discredit the activities of the Organization, as well as help strengthen its image.
- 2.2.4.** Conscientiously perform duties and instructions received from persons designated by the Organization.
- 2.2.5.** Take an active part in the development and support of the Organization's volunteer movement.
- 2.2.6.** Notify the Organization in writing of the termination of one's volunteer assistance within 14 days by submitting a notice.
- 2.2.7.** Reimburse the actual property damage caused to the Organization, recipients of volunteer assistance, which was caused in the performance of volunteer activities.;
- 2.2.8.** Not disclose confidential information about the Organization and recipients of volunteer assistance.

2.3. The Organization is entitled to:

- 2.3.1.** Offer the Volunteer to change the area of his or her volunteer activity in the Organization.
- 2.3.2.** Decline the services of a Volunteer if he or she fails to fulfill his or her obligations and/or discredits the Organization; does not comply with the Code of Conduct and other documents of the Organization that govern the activities of volunteers, and policies and procedures adopted by the Organization.
- 2.3.3.** Receive from the Volunteer a report on the work performed and services provided, if necessary, in writing with the provision of photo and video materials.
- 2.3.4.** Encourage the work of the Volunteer and reimburse his or her expenses related to volunteering if he or she has the appropriate resources.
- 2.3.5.** Enter personal information about the Volunteer in the Organization's database of volunteers.
- 2.3.6.** Use the Volunteer's images and voice on audio, video and photo products without obtaining the Volunteer's consent.

2.4. The Organization shall:

- 2.4.1. Explain to the Volunteer his or her rights and responsibilities, and within 14 days inform him or her about changes in the internal documents of the Organization that relate to and affect the activities of the Volunteer.
- 2.4.2. Create necessary conditions for the Volunteer to fulfill his or her obligations; and safe and proper life and health conditions for the Volunteer to provide volunteer assistance.
- 2.4.3. Train the Volunteer. During the established period, ensure the Volunteer undergoes the "Volunteer Introduction Course" and is acquainted with the documents necessary for one's further activity.
- 2.4.4. Provide the Volunteer with complete and accurate information needed for him or her to provide Volunteer Assistance.
- 2.4.5. Monitor how the Volunteer provides assistance.

3. TERM OF AGREEMENT, MISCELLANEOUS

- 3.1. The term of this Agreement is one year from the date of its signature. If the Parties do not express their intention to terminate it one week before its expiration, the Agreement shall be deemed to be extended for the same period under the same conditions.
- 3.2. The Agreement may be terminated in the following two cases:
 - 3.2.1. The Volunteer has refused to provide volunteer assistance, as notified to the Organization under paragraph 2.2.6 of the Agreement;
 - 3.2.2. The Organization has refused to receive volunteer assistance due to the Volunteer's violation of the obligations under paragraph 2.2 of this Agreement.
- 3.3. All disputes related to this Agreement shall be resolved through negotiations between the Parties. If the dispute cannot be resolved through negotiations, it shall be resolved in court in accordance with the established jurisdiction and the cognizance of such dispute, as determined by the applicable legislation of Ukraine.
- 3.4. This Agreement is concluded in two copies of equal legal force, with one copy for each Party.
- 3.5. In cases not provided for in this Agreement, the Parties shall be governed by applicable law.
- 3.6. In accordance with the Law of Ukraine "On Personal Data Protection", the Volunteer _____ gives consent to process, use, disseminate and access his personal data under the terms of the applicable law.

4. LIABILITY OF THE PARTIES

- 4.1. The Volunteer and the Organization shall be liable in accordance with the applicable legislation of Ukraine.

5. ADDRESSES, BANK DETAILS AND SIGNATURES OF THE PARTIES

Organization	Volunteer
ZIP Code	Full name
Location	RNOKPP
EDRPOU	Passport data
Contact phone number	email address
Email	Contact phone
Website	Place of residence
Head	Signature
Signature	

Parental consent for minor volunteers

PARENTAL CONSENT FOR MINOR VOLUNTEERSAttn.: Director of CF _____
(name of organization)_____
(Director surname and initials)from _____
(applicant surname and initials)

phone number: _____

residence address: _____

Application

I, _____, passport series _____ No. _____
 , issued _____ «_____» _____ hereby grant my consent for my son/daughter
 _____ (full name), _____ (date of birth) to participate
 as a volunteer in the project _____, which is implemented by the
 International Charitable Foundation Caritas Ukraine.

(date)_____
(signature)**CODE OF CONDUCT****International Charitable Foundation “CARITAS UKRAINE”****Preliminary Statement**

Caritas Ukraine seeks to create and maintain an environment that ensures the core values of the organization and prevents abuse and exploitation of all its beneficiaries. All Caritas Ukraine employees, consultants, contractors, volunteers and trainees shall contribute to building a harmonious workplace based on team spirit, mutual respect and understanding. All of the above persons shall respect the honor and dignity of all the beneficiaries they come into contact with and ensure that their personal and professional conduct always meets the highest ethical standards. This Code of Conduct is mandatory for all Caritas Ukraine employees, as well as consultants, contractors, volunteers and trainees who work with Caritas Ukraine (hereinafter, the “Partners”).

Caritas Ukraine strongly condemns and prohibits all forms of abuse and exploitation. Therefore:

1. The abuse and exploitation, as acts of immoral conduct and misconduct, are grounds for disciplinary action up to the termination of cooperation or dismissal, with simultaneous notification of the relevant law enforcement agencies of illegal actions. It is forbidden to hire, offer money, goods and services in exchange for any acts of sexual nature, or actions that may be regarded as exploitation of a person and humiliation of his or her dignity.
2. The employees, partners and volunteers are prohibited from having any sexual relations with children (under 18 years of age) regardless of local traditions, legal age laws, the age of an employee, partner or volunteer. The employee’s assumption that a person is of legal age does not justify his or her improper and illegal conduct.
3. If an employee or a partner of Caritas Ukraine has doubts or suspicions of abuse or exploitation by another employee or partner, within the activities of Caritas Ukraine, they shall report on such doubts through complaints and feedback procedures implemented by Caritas Ukraine.
4. Caritas Ukraine employees and partners shall not engage in any form of harassment, discrimination, physical or verbal humiliation, intimidation, favoritism, or exploitation. Sexual relations between Caritas Ukraine employees and beneficiaries are prohibited.
5. Caritas Ukraine employees and partners are expected to behave according to the values of Caritas Ukraine, and establish and maintain an environment that prevents abuse and exploitation.

Official statement

I have carefully read and understood the Caritas Ukraine Code of Conduct. If I have any questions or need any clarification, I understand that it is my responsibility to discuss this with my supervisor and the person responsible for implementing the Safeguarding System. I am aware that Caritas Ukraine expects me at any time to uphold the standards of conduct described in this Code, and I have a direct obligation to report on any breach of this Code. As an employee of Caritas Ukraine, I am aware that a breach or non-compliance with the Code of Conduct may lead to disciplinary action, including my dismissal. As a partner (i.e., a consultant, volunteer or trainee of Caritas Ukraine), I acknowledge that

my non-compliance with this Code may result in the termination by Caritas Ukraine of any cooperation with me.

(surname, name, patronymic)

(date) (signature)

UNIVERSAL DECLARATION ON VOLUNTEERING

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

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

Human values of community, caring and serving can be sustained and strengthened. Individuals can exercise their rights and responsibilities as members of communities while learning and growing throughout their lives, and realizing their full human potential. Connections can be made across differences that push us apart, so that we can live together in healthy, sustainable communities, working together to provide innovative solutions to our shared challenges and to shape our collective destinies.

At the dawn of the new millennium, volunteering is an essential element of all societies. It turns into practical, effective action the declaration of the United Nations that “We, the Peoples” have the power to change the world.

This Declaration supports the right of every woman, man and child to associate freely and to volunteer regardless of their cultural and ethnic origin, religion, age, gender and physical, social and economic position. All people in the world should have the right to freely offer their time, talent and energy to others and their communities through individual and collective action, without expectation of financial reward.

We seek the development of volunteering that:

- elicits the involvement of the entire community in identifying and addressing its problems;
- provides a voice for those who cannot speak for themselves;
- enables others to participate as volunteers;
- complements but does not substitute for, responsible action by other sectors and the efforts of paid workers;
- enables people to acquire new knowledge and skills and to fully develop their potential, self-reliance and creativity;
- promotes family, community, national and global solidarity.

We believe that volunteers and the organizations and communities that they serve have a shared responsibility to:

- create environments in which volunteers have meaningful work that helps to achieve agreed-upon results;
- define the criteria for volunteer participation, including the conditions under which the organization and the volunteer may end their commitment, and develop policies to guide volunteer activity;
- provide appropriate protections against risks for volunteers and those they serve;
- provide volunteers with appropriate training, regular evaluation and recognition;

- ensure access for all by removing physical, economic, social and cultural barriers to their participation.

Taking into account basic human rights as expressed in the United Nations Declaration on Human Rights, the principles of volunteering, and the responsibilities of volunteers and their organizations in which they are involved, we call on:

All volunteers to proclaim their belief in volunteer action as a creative and mediating force that:

- builds healthy, sustainable communities that respect the dignity of all people;
- empowers people to exercise their rights as human beings and thus to improve their lives
- helps solve social, cultural, economic and environmental problems; and
- build a more humane and just society through worldwide cooperation.

The leaders of:

- **all sectors** to join together to create strong, visible, and effective local and national «volunteer centers» as the primary leadership organizations for volunteering; government to ensure the rights of all people to volunteer, to remove any legal barriers to participation, to engage volunteers in their work and to provide resources to NGO's to promote and support the effective mobilization and management of volunteers; business to encourage and facilitate the involvement of its workers in the community as volunteers and to commit human and financial resources to develop the infrastructure needed to support volunteering;
- **the media** to tell the stories of volunteers and to provide information that encourages and assists people to volunteer;
- **education** to encourage and assist people of all ages to volunteer, creating opportunities for them to reflect on and learn from their service;
- **religion** to affirm volunteering as an appropriate response to the spiritual call to all people to serve;
- **NGO's** to create organizational environments that are friendly to volunteers and to commit the human and financial resources that are required to effectively engage volunteers.

The United Nations to:

- Declare this to be the «Decade of Volunteers and Civil Society in recognition of the need to strengthen the institutions of free societies; and recognize the «red V» as the universal symbol for volunteering.
- IAVE challenges volunteers and leaders of all sectors throughout the world to unite as partners to promote and support effective volunteering, accessible to all, as a symbol of solidarity among all peoples and nations. IAVE invites the global volunteer community to study, discuss, endorse and bring into being this Universal Declaration on Volunteering.

Adopted by the international board of directors of IAVE, The International Association for Volunteer Effort at its 16th World Volunteer Conference, Amsterdam, The Netherlands, January 2001, the International Year of Volunteers.

RESEARCH OF UGCC VOLUNTEER PROGRAMS IN CARITAS CENTERS

Research methodology

The purpose of the research: to analyze the experience of Caritas in engaging and coordinating volunteers, to investigate the successful practices of UGCC volunteer programs in Caritas centers, and to develop methodological recommendations for strengthening cooperation with volunteers.

Objectives of the research:

- conduct an online survey of Caritas employees on the quality of volunteer management and experience of working with volunteers;
- identify the educational needs of Caritas employees in the field of attracting and coordinating volunteers;
- conduct twelve in-depth interviews with Caritas staff at various levels;
- conduct five research visits to Caritas centers to get acquainted in detail with volunteer programs, as well as to hold meetings with partners, volunteers and beneficiaries of organizations;
- document the best practices of UGCC volunteer programs in Caritas centers.

Research methods:

- questionnaires;
- in-depth interview;
- case study.

The study analyzed the experience of such organizations as Caritas Odesa UGCC, Caritas Ivano-Frankivsk UGCC, Caritas Kolomyia UGCC, Caritas Berezhany UGCC, Caritas Kyiv UGCC, Caritas Khmelnytskyi UGCC, Caritas Kramatorsk UGCC, Caritas Boryslav UGCC, Caritas Zaporizhzhia UGCC, Caritas Sambir-Drohobych Diocese of the UGCC, Caritas Zhovkva UGCC, Caritas Kolomyia Diocese UGCC, Caritas Poltava UGCC, Caritas Zhytomyr UGCC, Caritas Chernivtsi UGCC, Caritas Mariupol UGCC, Caritas Lviv UGCC and Parish the Meeting of Our Lord and Saviour Jesus Christ Caritas at Caritas Kolomyia.

Research was conducted during 1 April to 30 July 2021.

Online survey

The first stage of the research was an online survey of Caritas employees on the quality of volunteer management and experience of working with volunteers. The survey involved 59 employees from 18 Caritas, including both center and project managers and volunteer specialists.

The survey proposed to answer 21 questions related to such topics as:

- condition and experience of the center in working with volunteers;
- assessment of own experience and ability to work with volunteers;
- volunteer management tools used in the center;
- competence of the center in working with volunteers.

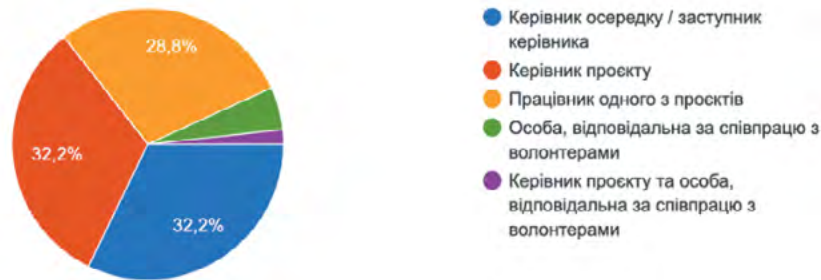
A full list of questionnaire questions is provided in **Annex No. 1**.

The target audience of the research

The first block of questions concerned the personal experience of respondents in working with volunteers and working at Caritas, as well as their subjective assessment of their knowledge and skills in working with volunteers.

The research involved 19 managers and deputy heads of centers, 19 project managers, 17 employees of one of the projects, and two people responsible for working with volunteers.

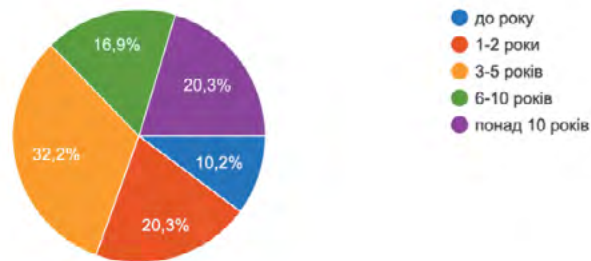
Ваша посада
59 відповідей



The answer to the question “Your position”

The vast majority of study participants have a long experience of working in Caritas: 37% of respondents have worked in Caritas for more than 5 years; 32.2%, from 3 to 5 years; 12%, 1-2 years. Only 10.2% of respondents have joined Caritas in the last year.

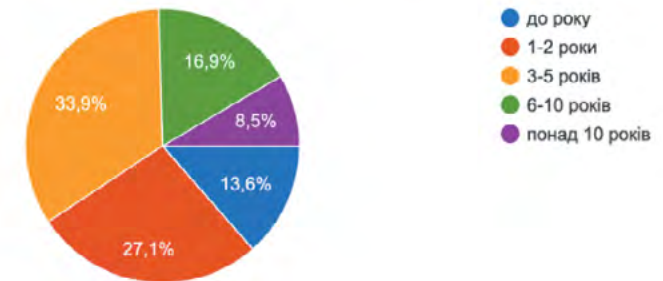
Скільки часу ви працюєте в Карітасі?
59 відповідей



The answer to the question “How long have you been working at Caritas?”

The majority of respondents noted that they have a long experience of involving and coordinating volunteers: more than a quarter of respondents have worked with volunteers for more than five years; 33.9% have experience from three to five years; 27.1%, from one to two years. Only eight employees noted that their experience in attracting and coordinating volunteers is up to a year.

Який досвід у залученні та координації волонтерів ви маєте?
59 відповідей

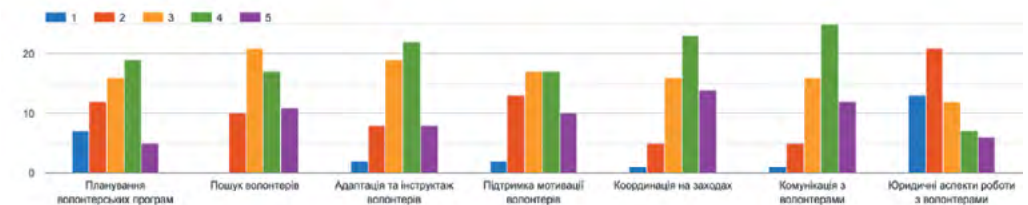


The answer to the question “What is your experience in involving and coordinating volunteers?”

It is worth noting that the interviewed group is quite experienced in working with volunteers and has considerable previous experience in Caritas.

In the next question, we explored how respondents subjectively assess their knowledge and skills in working with volunteers. Respondents rated their knowledge and skills on topics such as coordinating volunteers at events, communicating with volunteers and finding volunteers as the highest. Respondents rated their knowledge and skills as the lowest on topics such as legal aspects of working with volunteers, planning volunteer programs and supporting the motivation of volunteers.

Оцініть свої знання та навички у роботі з волонтерами (1 - не маю знань та досвіду, 5 - знаю, вмію та практикую)



Answer to the question “Assess your knowledge and skills in working with volunteers”

Among the topics that are most difficult or unclear in working with volunteers, respondents noted the following:

- Legal aspects of working with volunteers
- Retaining volunteers for a long time, long-term cooperation
- Support the motivation of volunteers who work directly with beneficiaries
- Development of a sustainable system of work with volunteers/volunteer program

- Changing the attitude of colleagues towards volunteers (from the perception of volunteers as free labor to an equal and positive attitude)
- Supporting one's own motivation in working with volunteers and motivating colleagues

Also, respondents indicate interest in such topics as:

- Planning volunteer programs with the involvement of volunteers in fundraising (volunteer fundraising)
- Monitoring the integrity of volunteers who join the organization
- Setting personal and work boundaries with volunteers

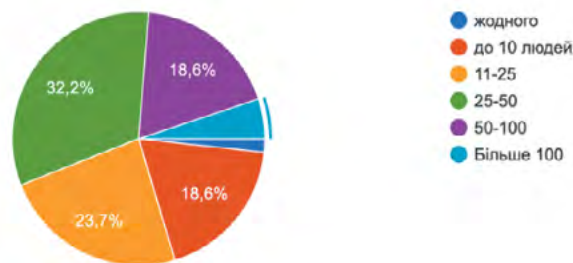
Caritas experience in working with volunteers

The next block of questions was about how many people are involved in Caritas, what volunteers do and what projects they get involved in, as well as what challenges the organization faces in recruiting and coordinating volunteers.

32.2% of respondents said that about 25-50 volunteers had joined them in the last year, and another 23.7% indicated that 11-25 volunteers had joined them. 18.6% of respondents said that up to 10 people joined their activities during this period.

23% of respondents indicated that more than 50 volunteers joined their unit last year, three of whom said that more than 100 volunteers joined them. Further analysis revealed that each of the Caritas, which involved more than 100 volunteers, had a separate program that provided systematic work with volunteers.

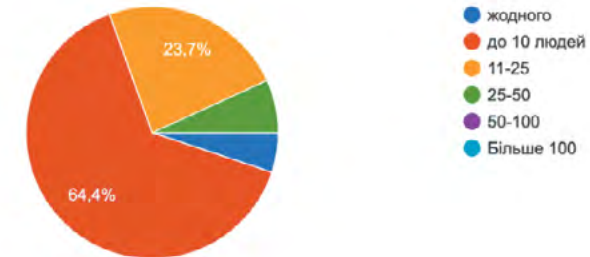
Скільки волонтерів долучились до діяльності вашого осередку протягом минулого року?
59 відповідей



Answer to the question “How many volunteers joined your center during the last year?”

Regularly (at least once a month), up to 10 people (64.4%) join Caritas in more than half of the cases. 23.7% of respondents said that 11-25 volunteers join their activities at least once a month. It is worth noting that three respondents indicated that they do not have permanent volunteers.

Скільки волонтерів на постійній основі долучається до діяльності вашого осередку?
(щонайменш раз на місяць)
59 відповідей



The answer to the question “How many volunteers are involved in the activities of your center regularly?”

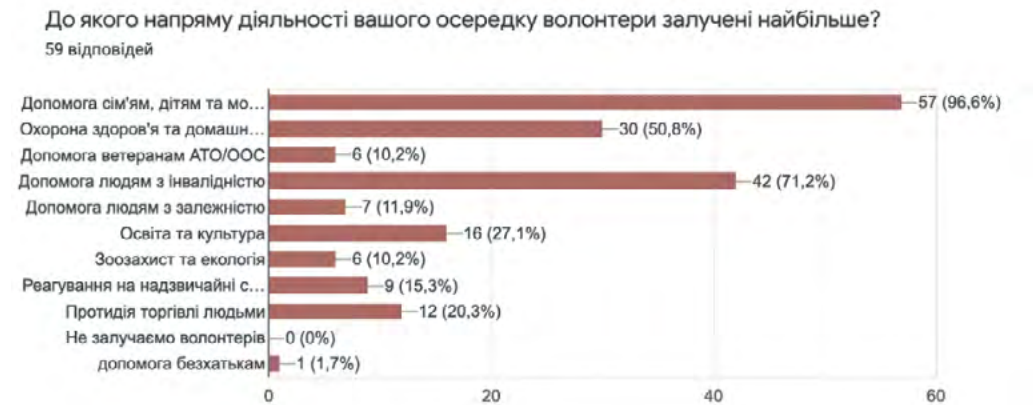
Among the projects and initiatives that regularly involve volunteers, respondents noted the following:

- Social laundry
- Home care
- Charity canteen
- Social wardrobe
- Educational projects for children from crisis families
- External EIT preparation courses for adolescents
- Creative studios for the rehabilitation of people with disabilities
- Handmade classes for children with intellectual disabilities
- Night shelter
- Summer camps for children and youth
- Fundraising campaigns
- Psychological and spiritual counseling
- Visiting and supporting sick parishioners
- A circle of free communication for adolescents with mental disabilities
- Providing psychosocial support through telephone conversations
- Carrying out cultural events for the boarding school pupils
- An initiative to support the elderly in the House of Charity
- Providing domestic care to seriously ill elderly people
- Culinary courses for children from crisis families
- Art workshop for parents of children with disabilities
- Youth Volunteer Center
- Touch room

- Volunteer school
- Social and educational volunteer academy
- Annual charity events (School bag, Easter basket, 100 helpers of St. Nicholas)

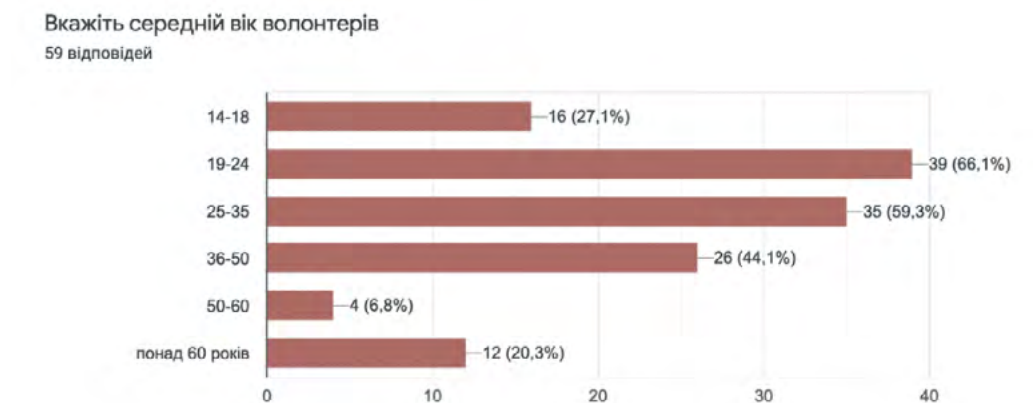
Most Caritas volunteers are involved in projects and initiatives in such areas as **support to children, families and youth (96.6%), support to people with disabilities (71.2%), health care and home care (50.8%).**

Areas such as **education and culture (27.1%), anti-human-trafficking (20.3%) and responding to emergencies (15.3%).**



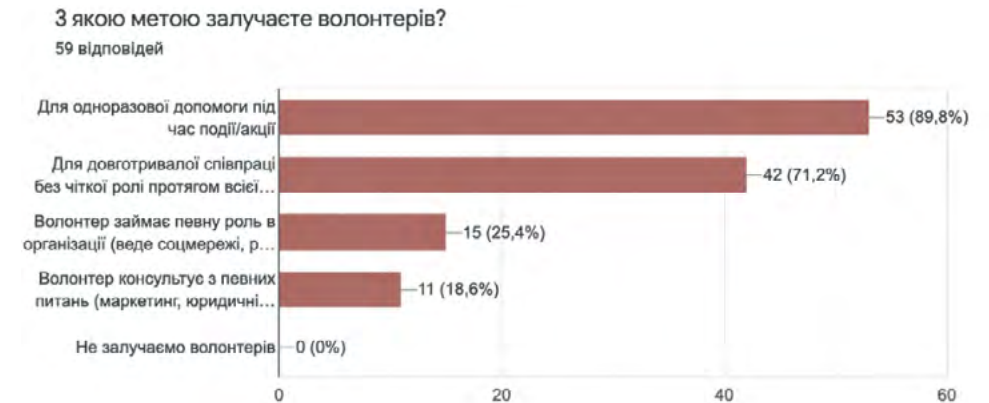
The answer to the question "Which area of your center's activity involves volunteers the most?"

Representatives of different age groups join Caritas. According to the respondents, the largest age group is volunteers aged 19-24 and 25-35 (**students and adults**). It is worth noting that 20.3% of respondents said that among their volunteers there are volunteers over 60 years old.



Answer to the question "Indicate the average age of the volunteer"

89.8% of respondents said that they involve volunteers for one-time assistance during the event or action. At the same time, 71.2% stated that they involve volunteers for long-term cooperation without a clearly defined role during the program or project. A quarter of respondents indicated that they were looking for volunteers to perform specific tasks, and 18.6% indicated that they were involving volunteers to advise on specific issues (marketing, legal and other issues).



The answer to the question "What is the purpose of involving volunteers?"

The most common tools used in the centers to find volunteers include announcements on the organization's social networks, dissemination of information through parishes, and "buzz marketing", when volunteers come and offer their help to Caritas. Announcements in educational institutions and announcements on the organization's website are quite common. A tool that is seldom used is emailing to volunteers.

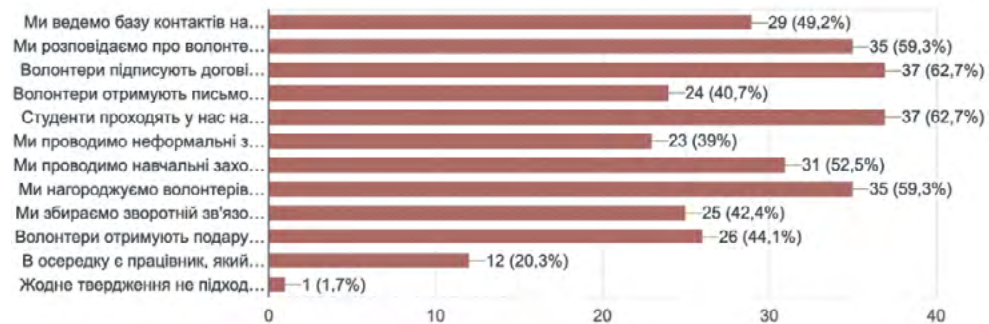


The answer to the question "How and where are you looking for volunteers?"

In the next question, we asked respondents to choose **statements that are consistent with working with volunteers** at their Caritas center. The answers to the questions are given in order from the largest number of respondents to the smallest.

- Students have internships with us as volunteers (62.7%)
- Volunteers sign a volunteer agreement (62.7%)
- We talk about volunteers on social networks (59.3%)
- We reward volunteers with diplomas and letters of thanks (59.3%)
- We conduct training events for volunteers (trainings, lectures, volunteer schools, etc.) (52.5%)
- We maintain a database of contacts of our volunteers (49.2%)
- Volunteers receive gifts from us: branded T-shirts, notebooks, etc. (44.1%)
- We collect feedback from volunteers after activities/projects (42.4%)
- Volunteers receive written memos or instructions (40.7%)
- We hold informal meetings with volunteers for communication and recreation (39%)
- There is an employee in the center who is responsible for working with volunteers (20.3%)
- No statement is appropriate for our center (1.7%)

Оберіть зі списку твердження, які відповідають співпраці з волонтерами у вашому осередку
59 відповідей



Answer to the question "Choose from the list the statements that correspond to cooperation with volunteers in your center"

Respondents mentioned the following among the activities held for volunteers:

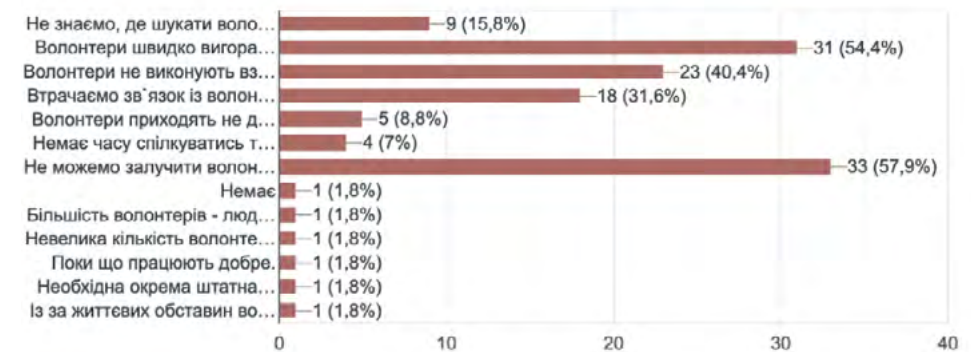
- Joint travel and trips
- Informal meetings for communication
- Watch movies together
- Educational activities and trainings (in particular, on leadership)
- Sessions on fairy tale therapy and psychological relief
- Volunteer schools (online and offline)
- Volunteer meetings in parishes
- Prayer meetings
- Information events and briefings before the promotions
- Celebration of the International Volunteer Day

It is worth noting that some respondents indicated that they do not hold events for volunteers due to the COVID-19 pandemic.

Among the main challenges that Caritas employees face in working with volunteers are the following:

- we cannot involve volunteers in long-term cooperation (57.9%)
- volunteers burn out quickly and lose motivation (54.4%)
- volunteers do not fulfill their obligations (40.4%)
- we lose contact with volunteers because there is no one to work with them (31.6%)

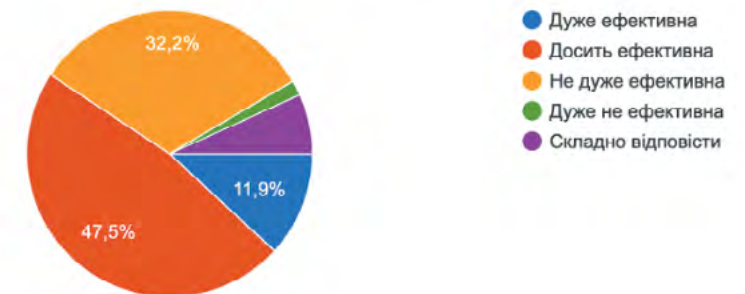
З якими труднощами стикаєтесь у роботі з волонтерами?
57 відповідей



The answer to the question "What difficulties do you face while working with volunteers?"

To describe the work with volunteers in the center, 47.5% of respondents say that it is quite effective, 11.9% consider it very effective. At the same time, 32.2% believe that working with volunteers in their center is not very effective.

Загалом я можу схарактеризувати роботу з волонтерами у нашому осередку як...
59 відповідей

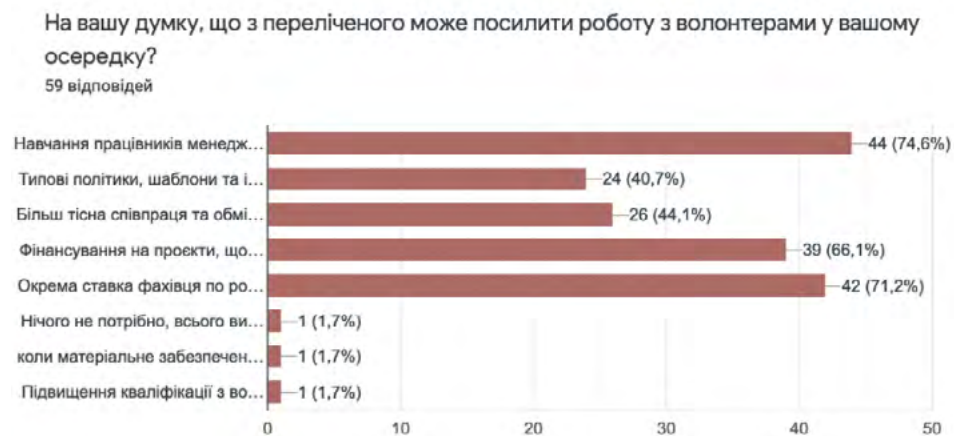


The answer to the question "In general, I can describe the work with volunteers in our center as...»

The last question was about tools that can enhance work with Caritas volunteers. The largest request expressed by respondents concerned the training of the volunteer management staff – this was stated by 74.6% of respondents.

71.2% want to have a separate wage rate for a volunteer specialist. 66.1% indicated that it is important for them to finance projects that involve volunteers.

44.1% of respondents stated a request for closer cooperation and exchange of experience with other centers. 40.7% said that they would benefit from typical policies, templates and instructions for working with volunteers.



Answer to the question “In your opinion, which of the following can strengthen the work with volunteers in your center?»

In-depth interviews with Caritas employees

As part of the study, 12 in-depth interviews were held with Caritas representatives from such cities as Mariupol, Kyiv, Kramatorsk, Drohobych, Poltava, Ivano-Frankivsk, Boryslav, Khmelnytskyi, Kolomyia and Zhytomyr. The structure of the interview and an indicative list of questions can be found in **Annex No. 2**.

A sample was formed for the interview, which included **employees of different levels**: both center managers and project managers and volunteers (in centers where such a position is provided by the staffing table).

During the formation of questions for the interview, the specifics of a particular Caritas and the position that a person holds in the organization were taken into account. In particular, during the interviews with the **heads of the centers**, we paid attention to the extent to which working with volunteers is consistent with the overall strategy of the organization, what management challenges the head of the organization faces and the value of volunteering for all Caritas, not just a specific project or initiative. Some of the questions to the heads of the centers concerned the extent to which the parish community is involved in Caritas’ activities and what obstacles there are in the community in which Caritas operates.

In interviews with **project managers**, we focused on the role that volunteers play in the activities of a particular project or initiative; what success criteria (indicators) are used to analyze the results, and what internal policies, documents and tools help in the development of volunteer programs. A separate block of questions concerned the educational needs and requests of project managers, which related to improving their own skills and ability of Caritas employees to work with volunteers.

During the interviews with the **specialists responsible for working with volunteers**, we explored certain aspects of volunteer management, namely: involvement, selection, adaptation, motivation, support and monitoring of volunteer work. In the online survey the vast majority of respondents indicated that a separate volunteer specialist wage rate would be good for them. In the interview, we explored the extent to which the work of an individual specialist strengthens the capacity of the entire organization.

Caritas’ previous experience and self-assessment in working with volunteers were also taken into account when forming the sample for in-depth interviews. We invited not only those Caritas centers that appreciate their level of work with volunteers, but also those organizations that said they had **no significant success** in working with volunteers. During the interviews with the representatives of these organizations, we drew attention to their expectations from cooperation with volunteers; what are the main internal and external obstacles they see in attracting volunteers; and what potential groups may be interested in volunteering.

Research visits to the centers

Based on the online survey and in-depth interviews, five organizations were selected to which research visits are planned to document the best practices of volunteer programs, and to be acquainted with the community of volunteers, partners and beneficiaries involved in Caritas.

Caritas in Poltava, Kyiv, Mariupol, Khmelnytskyi and Ivano-Frankivsk were selected for research visits.

Each of the visits included the following activities:

- Office tour and acquaintance with the activities of the organization
- Personal meeting with the head of the center
- Meeting with project managers and those responsible for working with volunteers
- Group meetings with partners, beneficiaries and permanent volunteers

A standard visit schedule can be found in **Annex No. 3**.

A list of questions for the meeting with Caritas volunteers can be found in **Annex No. 4**.

During each of the visits, we set ourselves **additional tasks** aimed at developing methodological materials for working with volunteers, which will be based on the experience of organizations. During the visit to **Caritas Poltava**, we aimed to explore the connection between the active **parish community** (in particular, parish youth) and Caritas volunteer programs. A particularly valuable part of the visit was a meeting with a regular Caritas volunteer, who regularly conducts classes for children with mental disabilities. This meeting helped us to analyze the connection between volunteering and the formation of a personnel reserve for Caritas, in particular in those areas that lack qualified specialists.

During the visit to **Caritas Kyiv**, we paid special attention to the practice of involving **beneficiaries** in the administration of projects and initiatives on a volunteer basis. By the example of the Social

Wardrobe project, we saw how volunteering not only helps the organization to coordinate current tasks, but also diversifies and fills the life of the volunteer with the spirit of ministry and charity. Also, it was valuable to meet with parish volunteers from the region, who regularly organize volunteer projects in their community. Although they are not involved in the activities of Caritas Kyiv, thanks to the mentorship and guidance of the head and team of the center, they manage to develop successfully a **social ministry** in their community.

During the visit to **Caritas Khmelnytskyi**, we set a goal to analyze the organization's experience in building long-term **cooperation with educational institutions**, which regularly send students for internships. Even though in the online survey a significant number of respondents indicated cooperation with educational institutions as an important tool for attracting volunteers, only some organizations were able to establish systematic cooperation with representatives of the education sector. It is worth mentioning the meeting with the head of the organization, thanks to which it was possible to better understand the role of the social ministry for the parish community.

During the visit to **Caritas Mariupol**, we set a task to document the organization's experience in involving people in volunteering in emergencies, as well as the practice of working with schools and the national police to form a volunteer reserve of the organization. Given that the organization's office location is not very convenient for potential volunteers, the organization's team was able to create conditions under which representatives of **various professional settings** (medical students, police officers, local entrepreneurs from among the former beneficiaries) can participate in individual events and initiatives.

During the visit to **Caritas Ivano-Frankivsk**, we paid attention to the development of volunteer programs, which are significantly supported by the parish community, and the practice of involving secular youth in initiatives in the parish.

Within the framework of research visits, **ten practices of successful involvement and coordination of volunteers** for the implementation of UGCC volunteer programs in Caritas centers were documented.

Research Findings

Social ministry and volunteering constitute an important part of any Caritas activity, regardless of the size of the organization, the number of employees or the number of projects. Many Caritas centers rely on volunteering in their day-to-day activities: from administering social projects and conducting classes for children on an ongoing basis, to scaling up successful social projects to other communities and environments.

The Caritas volunteer community covers a wide variety of backgrounds: adolescents and students, young adults, the parish community, former beneficiaries, Golden Age volunteers (65+), and individual professional communities. For Caritas in the western regions of Ukraine, the source of new volunteers is the parish youth, who actively participate in volunteer initiatives. In the southern and eastern regions, most volunteers are not part of the parish. However, they are actively involved in volunteer projects and provide assistance to those in need together with Caritas. A separate category of volunteers is humanities students who are undergoing internships at Caritas.

Involving volunteers is an integral part of most Caritas projects. However, in most organizations, working with volunteers is sporadic. In the short term, employees are able to attract and coordinate the required number of volunteers. Annual charity events are the most popular among volunteers.

After the event, volunteers want to join other social initiatives conducted by Caritas. However, in the absence of a clear system of internal communication with volunteers and due to the high workload, it is very difficult for employees to keep in touch with volunteers between events. Thus, young people who join projects do not always stay in the organization, and this necessitates a constant search for and adaptation of new volunteers.

To support the motivation of volunteers, employees periodically organize informal meetings (tea parties, joint film screenings, prayer meetings) and trainings on volunteering, leadership and ministry. The most successful volunteer training practices are short-term (up to a month) and long-term (up to one year) Volunteer Schools, where beginners have the opportunity to learn about Caritas activities and participate in one or more volunteer programs. After the training, a significant percentage of participants remains with the organization as volunteers and continue to follow activities on social networks.

An important role in the development of volunteer programs is played by partner organizations: educational institutions, law enforcement agencies, other public organizations and charitable foundations. Thanks to joint projects with other Caritas organizations, it is possible to attract motivated and experienced volunteers from various fields.

The biggest challenge is to build long-term relationships with volunteers, maintain them between activities and engage in volunteering on an ongoing basis. To solve this problem, it is necessary to analyze the previous experience of the organization in attracting volunteers, highlight the strengths and weaknesses of existing volunteer programs and develop a comprehensive volunteer program and forms of participation in Caritas (both on a regular and irregular basis).

A significant percentage of Caritas employees report a high educational need for volunteer management, a managed system of working with volunteers that will help build effective and trusting relationships between volunteers and the organization. Topics such as volunteer program planning, the legal framework for volunteering, motivational support, and burnout prevention are especially relevant to employees. It is worth noting that the request concerns holistic training, which would not only involve the implementation of individual policies or documents, but, in general, would also help to build a sustainable system of working with volunteers for the organization.

A special role in the development of Caritas volunteer programs is played by the head of the center. His support and guidelines set the development trend of the organization and encourage project managers to qualitatively involve people in their activities. Often, the project manager sees the unit manager as a person to whom he or she can turn for professional advice and emotional support. At the same time, for volunteers, the head of the center plays a motivating role – his periodic participation in activities and joint volunteering helps build strong links between the organization and the volunteers.

Research annexes

Annex No. 1

List of questionnaire questions
“UGCC volunteer programs research in Caritas centers”

1. Your name and surname
2. Email address
3. Phone number
4. The Caritas center you represent
5. Your position:
 - a. Head of the center / deputy head
 - b. Project manager
 - c. An employee of one of the projects
 - d. The person responsible for cooperation with volunteers
 - e. Other
6. How long have you been working at Caritas?
 - a. about a year
 - b. 1-2 years
 - c. 3-5 years
 - d. 6-10 years
 - e. over 10 years
7. What experience do you have in involving and coordinating volunteers?
 - a. about a year
 - b. 1-2 years
 - c. 3-5 years
 - d. 6-10 years
 - e. over 10 years
8. Assess your knowledge and skills in working with volunteers (1 – no knowledge and experience, 5 – know, able, and practice)
 - a. Planning volunteer programs
 - b. Search for volunteers
 - c. Adaptation and instruction of volunteers
 - d. Supporting the motivation of volunteers
 - e. Coordination at events
 - f. Communication with volunteers
 - g. Legal aspects of working with volunteers

1. For me, the most difficult or incomprehensible in working with volunteers is ... (continue the sentence)
2. How many volunteers have joined your center over the past year?
 - a. none
 - b. about 10 persons
 - c. 11-25 persons
 - d. 25-50 persons
 - e. 50-100 persons
 - f. Over 100
3. How many volunteers are permanently involved in the activities of your center? (at least once a month)
 - a. none
 - b. about 10 persons
 - c. 11-25 persons
 - d. 25-50 persons
 - e. 50-100 persons
 - f. Over 100
4. Are there any projects or initiatives in your area that involve volunteers on an ongoing basis? If so, specify:
5. What area of your center activity involves volunteers the most? (choose up to 3 options)
 - a. Help for families, children and youth
 - b. Health care and home care
 - c. Assistance to ATO/OOS veterans
 - d. Helping people with disabilities
 - e. Helping people with addiction
 - f. Education and culture
 - g. Animal protection and ecology
 - h. Emergency response
 - i. Combating human trafficking
 - j. We do not involve volunteers
6. Specify the volunteers' average age
 - a. 14-18
 - b. 19-24
 - c. 25-35
 - d. 36-50
 - e. 50-60
 - f. over 60 years

1. For what purpose do you involve volunteers?
 - a. For one-time assistance during the event/promotion
 - b. For long-term cooperation without a clear role throughout the program/project
 - c. The volunteer plays a role in the organization (leads social networks, does design, etc.)
 - d. The volunteer advises on certain issues (marketing, legal issues, etc.)
 - e. We do not involve volunteers
2. How and where are you looking for volunteers? (you can choose several options)
 - a. announcement on the organization's website
 - b. announcements on social networks (Facebook, Instagram, etc.)
 - c. announcements through parishes
 - d. announcements in educational institutions
 - e. emailings
 - f. we speak on radio/television
 - g. printed materials: posters, brochures, booklets
 - h. viral radio/volunteers come by themselves
3. Select from the list the statements that correspond to cooperation with volunteers in your center (you can choose several options)
 - a. We maintain a contact base of our volunteers
 - b. We talk about volunteers on social networks
 - c. Volunteers sign a volunteer agreement
 - d. Volunteers receive written memos or instructions
 - e. Students have internships with us as volunteers
 - f. We hold informal meetings with volunteers for communication and recreation
 - g. We conduct training events for volunteers (trainings, lectures, volunteer schools, etc.)
 - h. We reward volunteers with diplomas and letters of thanks
 - i. We collect feedback from volunteers after activities/projects
 - j. Volunteers receive gifts from us: branded T-shirts, notebooks, etc.
 - k. There is an employee in the center who is responsible for working with volunteers
 - l. No statement is appropriate for our center
4. Do you organize events for volunteers? If so, specify.
5. What difficulties do you face with while working with volunteers? (You can choose several options)
 - a. We don't know where to look for volunteers
 - b. Volunteers burn out quickly and lose motivation
 - c. Volunteers do not fulfill their responsibilities
 - d. We lose contact with volunteers because there is no one to work with them
 - e. Volunteers come not to help but to have fun

- f. There is no time to communicate and work with volunteers
 - g. We cannot involve volunteers in long-term cooperation
 - h. Other
6. In general, I can describe the work with volunteers in our center as ...
 - a. Very effective
 - b. Quite effective
 - c. Not very effective
 - d. Very ineffective
 - e. It is difficult to answer
7. In your opinion, what of the following can strengthen the work with volunteers in your center?
 - a. Training of volunteer management staff
 - b. Standard policies, templates and instructions for working with volunteers
 - c. Closer cooperation and exchange of experience with other centers
 - d. Funding for projects involving volunteers
 - e. A separate wage rate for a volunteer specialist
 - f. Nothing is needed, everything is enough

Annex No. 2

List of interview questions

“Research of volunteer programs in Caritas centers”

Interview structure

1. Greeting, presentation of experts.
2. Thank you for filling out the questionnaire. We briefly inform you about the purpose of the interview, the duration, and the next steps in the research.
3. Clarification of the recording of the conversation. Would you mind if we recorded the conversation for internal use?
4. Questions according to the completed questionnaires and the structure of the interview.
5. Clarifying questions based on the experience of participants.
6. Thanks for participating. Do you mind if we contact you by mail if we have any clarifying questions?

General questions for representatives of all centers:

1. Tell us about your experience of working with Caritas. When and where did you start your work at Caritas?
2. In the current position, what are your responsibilities for working with volunteers?

1. Tell us about working with volunteers in your center. How many people usually join and what do they do? Who are your volunteers?
2. Do representatives of parish youth join you as volunteers? What do they do?
3. Are there any former or current beneficiaries among your volunteers? What do they do?
4. In your opinion, what benefits do volunteers give or can give to Caritas?
5. What do you think Caritas can offer to volunteers? Why might young people want to join Caritas projects?
6. Tell about the biggest volunteer event or event that your center has organized in the last three years. What was that? What did the volunteers do during this action?
7. How and where did you look for volunteers for this campaign? Was it easy to attract the required number of people?
8. What problems do you face in working with volunteers? What do you usually fail at?
9. Have you organized training programs and events for volunteers? If so, briefly describe what it was and how it went. If not, what are the reasons that prevent such training (there was no need, time, money)?
10. Did the lockdown and pandemic affect your work, particularly with volunteers?
11. How do your colleagues treat the volunteers who join Caritas? What is the role of the Caritas leader in working with volunteers?
12. Soon we will develop methods for working with volunteers for centers. What should we pay attention to? What documents and practices do you personally or your center lack?

Additional questions to the person responsible for working with volunteers:

1. Tell us more about the documents on working with volunteers that are in your center (quick reference cards, manuals, instructions)? Are they useful in practical daily work?
2. Do you have a job description? Can you send it for review after our interview?
3. Do you maintain a contact database of volunteers who join Caritas? If so, what does it look like?
4. In your opinion, what is the most important function of a volunteer specialist at Caritas?
5. What professional knowledge, skills, competencies in working with volunteers would you like to improve?

Additional questions to the center coordinator:

1. In general, how would you rate the work with volunteers in your center? How high is the priority of this activity at the moment?
2. In your opinion, what is the greatest value for Caritas in working with volunteers?
3. What expectations do you have from project managers and specialists in terms of involving and coordinating volunteers?
4. Is there anything that prevents you from working more systematically and efficiently with volunteers?
5. What resources (funds, specialized training, knowledge, exchange of experience, a separate wage rate of a specialist in working with volunteers) would be most useful for your center?

Annex No. 3
A standard schedule for center visits

“Research of volunteer programs in Caritas centers”

10:00 – 10:30	Excursion of the center. Being acquainted with the activities of Caritas.
10:30 – 11:30	Personal meeting with the head of the center on special aspects of volunteer work, expectations and plans for the future.
11:30 – 13:00	Meeting with project managers and those responsible for working with volunteers. Discuss how volunteers are currently working, what are the strengths and weaknesses in Caritas volunteer programs.
13:00 – 14:00	Lunch break.
14:00 – 16:00	Group meetings with partners, beneficiaries and permanent volunteers of the organization. Discussion of their experience and motivation to cooperate with Caritas, challenges in volunteering.
16:00 – 18:00	Optional: participation in a volunteer event organized by Caritas.

Annex No. 4
List of questions for the meeting with Caritas volunteers

“Research of volunteer programs in Caritas centers”

1. Remember the first time you came to Caritas. How did you find out about the existence of Caritas? What got hold of you and motivated to join the organization?
2. What are your current volunteer activities at Caritas?
3. What do you like and what inspires you most about your work?
4. What challenges or prejudices do you face during volunteering?
5. Do you usually volunteer alone or with other Caritas volunteers or staff?
6. During your volunteering at Caritas, what do you remember the most?
7. Do you feel supported by Caritas staff and other volunteers?
8. What can Caritas do better or differently to support your desire to help?
9. Why do you choose Caritas among all other organizations?

HUMANITARIAN PRINCIPLES?¹

The four humanitarian principles are at the center of our humanitarian work and they unite us with other actors of the humanitarian community.

Humanity	Impartiality
Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health, and ensure respect for human beings.	Humanitarian action must be carried out based on need alone, giving priority to the most urgent cases of distress. It must make no adverse distinction because of nationality, race, gender, religious belief, class or political opinion
Independence	Neutrality
Humanitarian action must be autonomous. In other words, it must be independent from the political, economic, military or other objectives that any actor may have in relation to areas where humanitarian action should be implemented.	Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

Caritas and Humanitarian Principles

As humanitarian organization of the Catholic Church, the response of Caritas to the needs of people affected by disasters is based on and driven by the Christian Gospel and Catholic Social Teaching, acknowledging the goal of the common good and each and everyone's rights and responsibilities in achieving it.

Caritas adheres to the humanitarian principles and standards defined by the humanitarian community. Caritas works with people of all faiths and those who have none. Aid is given regardless of race, creed or nationality of recipients and without discrimination of any kind.

The core humanitarian principles

The international humanitarian community agrees to follow a common set of nine standards, which apply to all agencies, but also individuals working in humanitarian aid. These standards enable organizations and aid workers (including volunteers) to deliver their best work and to be accountable to the communities they serve.

¹ Humanitarian Aid «Essentials for aid volunteers». Confederatia Caritas Romania.

Communities and people affected by crisis

1. Humanitarian response is appropriate and relevant.
2. Humanitarian response is effective and timely.
3. Humanitarian response strengthens local capacities and avoids negative effects.
4. Humanitarian response is based on communication, participation and improve.
5. Complaints are welcomed and addressed.
6. Humanitarian response is coordinated and complementary.
7. Humanitarian actors continuously learn and improve.
8. Staff are supported to do their job effectively, and are treated fairly and equitably.
9. Resources are managed and used responsibly for their intended purpose.

VOLUNTEERING IN EMERGENCIES¹

1. Introduction to volunteering.

1.1 What is volunteering

Volunteering can be defined as any activity, stemming from a person's good will to help others – unpaid and without expecting any kind of compensation – that uses the volunteer's strengths, skills, knowledge and experience to reach an intended result or goal.

More than 1 Billion people volunteer globally. Volunteering is an indispensable part of every society, through which citizens contribute to the development and strengthening of society and to the social and economic development of the state. Volunteering enhances social connections and makes a significant contribution to national and global economies. People engage in volunteerism nationally and globally for a great variety of reasons for example: to support education, children services, equality, health and social care, environmental issues, humanitarian assistance or Disaster Risk Reduction.

From a social perspective, volunteering helps to build more cohesive, safer and stronger communities and promotes active civic engagement and citizenship. Volunteerism supports public services, and encourages more people to work in the public sector or for the public good – contributing to positive social environments.

At the same time, volunteering has a positive effects on volunteers themselves. Volunteering has been shown to increase self-esteem, enhance skills and capacities, expand career paths and positively influence physical and mental health and well-being.²

According to the International Labour Organisation's definition³, voluntary work is unpaid, non-mandatory work performed either through an organisation or directly for other people outside their households.

Certain key elements appear in various definitions of voluntary work and volunteering in different countries and regions:

1. Volunteering is an activity or a kind of work. Volunteering consists of performance of a role or responsibility (requiring spending one's time and exercising one's skills or providing services) and must be distinguished from donations of goods, cash or other assets.
2. Volunteering is performed by people. Volunteers can act on their own, can form groups or act through associations or other kinds of organisations; however, the term "volunteer" always designates a human being.
3. Volunteering is performed voluntarily. The individual must freely decide to perform the voluntary activity. If individuals are forced to do the voluntary activity, they are no longer considered volunteers.

¹ Handbook for coordinators «Volunteering in emergencies». Author Mgr. Martin Zamazal. Caritas Czech Republic, 2017.

² Wu, Huiting. „Social Impact of Volunteerism.” Social Impact of Volunteerism (2011): 1-23. Web. 8.5. 2017.

³ Manual on the measurement of volunteer work / International Labour Office. - Geneva: ILO, 2011 online http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_167639.pdf

4. Volunteering is performed without any claim for payment. There are situations when the volunteer receives no monetary reimbursement while in other cases expenses are reimbursed (e.g. travel or/and living expenses).
5. Volunteering is performed outside the volunteer's household or that of their close relatives and family. Voluntary work is performed for the benefit of the wider community, organisations representing community interests, public institutions, or, for the common good.

The International Labour Organisations defines two broad categories of voluntary work:

Formal volunteering. Defined as voluntary work performed through organisations or institutions.

Informal volunteering. Defined as work that the volunteer performs directly themselves, on an individual basis.

Caritas organisations are involved in formal volunteering and this handbook is focused on volunteering from that perspective.

1.2 Approaches to volunteering

Volunteering is incorporated in different ways, by different organisations. Such as in:

1.2.1 Type of volunteering

- **Traditional volunteering:** the volunteer works for the organisation, mostly in the organisation's offices or with its stakeholders on a one-time or repeated basis and for a defined period.
- **Internship volunteering:** the volunteer works for the organisation in a defined role under the supervision of an organisation employee for a defined period. This is commonly designated for students and recent graduates and is linked to gaining work experience.
- **Secondment:** Employees of other companies are 'lent to' an (not-for-profit) organisation as advisors or experts for a defined period of time.
- **Volunteer tourism ('voluntourism'):** the volunteer combines helping the local community with travelling and getting to know the local community and culture.
- **Online volunteering:** volunteers work from their homes/remotely to complete defined tasks. Examples include: proofreading, translations, graphic design, website administration, design, online counseling, and, mentoring. As there are no online borders, volunteers can work without limitations all over the world.

1.2.2 The role volunteering plays in the organisation

- **Central Role:** the organisation's operation is directly dependent on volunteering: employees perform only part of the organisation's activities and the organisation's goals are reached thanks to volunteers, without whom the activities through which the organisation presents itself to the public and fulfills its mission (projects, programmes, events, campaigns, humanitarian interventions etc.) would not be possible.
- **Joint role:** volunteers take part in the organisation's activities together with employees: they jointly contribute to meeting the organisation's goals. Volunteers are needed to perform a sub-set of activities and services of the organisation.
- **Complimentary role:** the organisation's operations are not dependent on volunteers: volunteering is a supplementary activity that adds value to existing services by enriching, supplementing and/or extending them.

1.2.3 The duration of volunteer assignment

- **One Off Task:** voluntary work assignment linked to a specific one-off short term task. For example a task related to the preparation and running of fundraising events such as a concert, collection or annual meeting etc;
- **Short-term:** voluntary work assignment for a set period of up to three months;
- **Long-term:** voluntary work assignment for a set period of more than three months

1.3 Volunteer

A volunteer is a person who, without claiming any kind of financial compensation, devotes time, energy, knowledge and skills for the benefit of other people or society.

A volunteer will undertake tasks – in line with the agreed time commitment – equal to those undertaken by paid employees. Organisations must treat volunteers professionally; this requires using their experience, skills, and readiness to work and time to deliver clearly defined outputs. At the same time, as with employees, the host organisation has the responsibility to arrange required trainings, provide a clear role/task description, provide guidance and support on assigned tasks, appoint a line manager/reporting line, acknowledge contributions, and provide performance reviews and feedback.

A volunteer who is misused or mismanaged will not add optimal value to the organisation they are seeking to serve and will likely leave the organisation and share their negative experience with others. Problems and misunderstandings should be addressed as they arise.

Organisations must treat volunteers professionally to encourage them and make volunteerism beneficial for all parties involved. This includes adapting organisational structures to allow space for volunteers, allocating the necessary resources and involve staff members in the management of volunteers.

1.4 Areas where volunteers are involved

Volunteer activities are common in the not-for-profit sector where skills can be matched with needs and volunteers can apply their strengths, skills and expertise to support something they find rewarding and meaningful and which benefits society.¹ There are a number of organisations that are engaged exclusively in matching volunteers to humanitarian and development work, for example EU Aid Volunteer Initiatives, Voluntary Services Overseas (VSO) and United Nations Volunteers (UNV), whilst many not-for-profit organisation engage volunteers to support their work at Head Offices and globally in Country Offices.

Any sector or activity can benefit from skilled volunteers, for example:

- humanitarian aid – related to both large scale international responses such as wide spread flooding, and small scale national responses such as local wild fires;
- social and healthcare – for example support to hospices, residential care homes, mental
- health facilities etc.;
- culture – protection and renovation of cultural heritage, organisation of cultural events etc.;

¹G. Tošner, J. Sozanská, O.: Dobrovolníci a metodika práce s nimi v organizacích

- environment – local conservation activities, environmental protection etc.;
- sporting events – organising competitions, charity races, youth activities etc.;
- free time activities – clubs, discussions, seminars, educational activities etc., for children and adults;
- development cooperation – participating in the implementation of activities focused on improving the socio-economic situation of communities, organising public education and awareness raising campaigns;
- religion – activities like teaching catechism, prison ministry, religious events and celebrations;
- fundraising – activities focused on resource mobilisation to support the organisation's operations.

Volunteer engagement in any sector can be across functions – for example: policy work, training, mentoring, communication, advocacy or direct engagement in delivery or management of activities etc.

1.5 Motivation for volunteering

The motivation to do unpaid work and dedicate time to helping others is specific to each person. Common reasons include: personal fulfillment, acquiring or strengthening self-

-confidence, the feeling of being useful, motivation to help others, having a meaningful way to spend free time, acquiring and strengthening skills, sharing knowledge and skills, gaining experience and qualifications to improve employability, meeting interesting people, establishing new relationships and friendships.

A survey conducted in the US found six basic types of motivation which lead to the initial decision to become a volunteer¹:

- help: I want to do something useful;
- fun: I will enjoy it;
- close persons: I will help a friend, people around me, my family;
- use of services: I have used the same service as a client;
- experience: I want to learn something and gain experience;
- free time: I want to spend my free time meaningfully..

If we understand the initial motivation of volunteers, we can set the strategies of approaching and attracting volunteers and offer services that volunteers are interested in.

Focusing the volunteer role in the right way is essential in preserving and further developing a volunteer's motivation. A volunteer will accept the volunteer work role, find greater satisfaction in it and will be more likely to perform well and complete the assignment when the role is congruent with their motivations, skills and experience.

1.6 Role of a volunteer

Volunteer roles are defined and set by an organisation. They should be in line with the definition and principles of volunteering, reflect the volunteer's rights (see below), and add value to the organisation.

¹Gallup Poll on Giving and Volunteering. Independent Sector. 1990 In: Vineyard, 1991

To be viable a volunteer role must meet the needs of both the organisation and the volunteer and be easily adjustable to the specific skills and capabilities of the recruited volunteer.

Each volunteer position should have a defined role description that sets clear responsibilities and deliverables. However it is important to adjust a volunteer role to the strengths and interests of a volunteer to the extent possible. As such volunteers also share their role in an organisation based on their interests, skills and experiences.

The role of a volunteer must be defined clearly and mutually agreed to based on the skills and competences of the volunteer.

The specific description of activities and responsibilities of different roles is listed in the job description (chapter 2.4.2).

1.7 Rights and responsibilities of volunteers and the organisation

Rights and responsibilities of volunteers are based on the relevant legal regulations where they are in place, on the organisation policies that are applicable to volunteers (for example codes of conduct). On the volunteer role description – that sets out the expected activities and deliverables and on the moral and policy obligations the organisation has towards the volunteer and the volunteer towards the organisation. As a volunteer there is no employment contract, however a volunteer agreement has to be signed by both parties that set out the rights and responsibilities of the volunteer and the host organisation.

The rights and responsibilities listed below are based on the European charter on the rights and responsibilities of volunteers which sets out in full the rights and obligations of the volunteer and organisation¹:

1.7.1 Basic volunteer rights

- be treated without discrimination, with respect of his or her freedom, dignity, privacy, his or her beliefs or ideology;
- receive information, training, support and materials necessary to perform its activity as a volunteer;
- be assured against risk of accident and illness during any volunteering activity;
- be entitled to receive payment of all reasonable/agreed expenses in connection with the performance of volunteering activities;
- have a volunteer accreditation / identification card.

1.7.2 Responsibilities of volunteers

- fulfill and follow the commitments of the organisation, respecting its rules;
- follow the instructions of your organisation;
- participate in the training organised by the organisation;
- take care of and respect the resources and materials of the organisation;

¹ http://ec.europa.eu/citizenship/pdf/volunteering_charter_en.pdf

- respect the rights of the beneficiaries of the volunteering activity;
- act and participate in the volunteering activity effectively and supportively.

1.7.3 Rights of the organisation

- be entitled to the status of a volunteering provider;
- be entitled to participate in decision-making processes at all levels in the field of volunteering;
- select volunteers according to organisation's mission and vision and the specific skills and profiles needed.

1.7.4 Basic responsibilities of the organisation

- develop a volunteering policy that respects the rights of the volunteer;
- be acquainted with the valid legal framework for volunteering and verify legal aspects concerning the implementation of the volunteering activity;
- provide clear guidance for the volunteer and minimise risks;
- offer equal and transparent access to information concerning volunteering opportunities;
- put into effect inclusive and equal recruitment processes for volunteering activities;
- ensure an infrastructure for insurance provision that covers social protection at a minimum liability insurance and preferably health insurance where it is not otherwise provided by the state and the volunteer position is full time;
- promote volunteering and its benefits for the society and for individuals.

1.8 Legal framework

The General Assembly of the UN declared 2001 the International year of Volunteers. Prior to this, only a few countries had legislation and programmes in place which addressed volunteering in a detailed manner. States that lack unified legislation on volunteering or that have unfavourable laws in place, prevent volunteering or limit volunteering, making it difficult to leverage the social and economic advantages of voluntary work. In these cases problems also occur with labour law, tax law, and liability for damage, social benefits, protection and security. The absence of programmes focused on the support and development of volunteering mean that an opportunity to enhance the country's economic and social development will be missed. By the end of 2001, 125 national committees had been established to implement volunteering policies and advocate the adoption of laws which would regulate volunteering. 10 years later, more than 70 laws or policies addressing volunteering had been adopted globally. Each government emphasises its own needs and interests, with not one universal solution or one set of areas important or common for all countries. In countries where there is no tradition of volunteering the policies can focus on raising awareness about the necessity, value and purpose of volunteering. Whilst, in other countries efforts focus on volunteering laws that clarify the difference between paid employees and unpaid volunteers and on removing legal obstacles in the existing labour law that hamper the performance of voluntary work.

National Laws on volunteering provide a framework for organising and managing voluntary activities and volunteers, remove obstacles and support the social development of volunteering.

National legislation should define volunteering and related terms and distinguish it clearly from employment. Certain states only regulate formal volunteering through such legislation, i.e. the work performed via organisations and institutions, and do not see a need to cover the areas of informal volunteering. Other countries, often those where the non-governmental sector is less developed, adopt legislation regulating both formal and informal volunteering.

Further information about the legislation worldwide can be found in the IFRC publication *The Legal Framework for volunteering in emergencies*¹.

1.9 Caritas and volunteering

Caritas is a registered non-profit organisation providing a range of services for those most in need. Caritas adheres to all relevant legislations and meets and exceed the minimum standards for governance, organisational structure, financing, accountability, and, compliance with ethical codes of conduct.

Caritas engages volunteers across the organisation in a variety of activities and services – supporting homes for the elderly, day centres and hospices, involvement in parishes and in schools, working with communities for justice, peace and development, engagement in humanitarian assistance during emergencies nationally and overseas, supporting refugees and asylum seekers, supporting development programmes globally, organising campaigns and fundraising events, provision of administrative support and as members of Caritas committees and councils.

Volunteer work at Caritas entails a specific commitment. Volunteer roles have clear guidance, and are supported by a team dedicated to volunteering. Caritas volunteering offers human proximity and compassion as a remedy for indifference. It is enriching, inspiring, precious, and indispensable.

Caritas volunteers are required to sign and abide by the Caritas Internationalis Code of Ethics and Code of Conduct for Staff² and other standards, principles and guidelines applying to their role description and work (for example, the Caritas Partnership Guiding Principles, CI Child Protection Policy Framework, CI Guidelines on Relations with the Military, CI guidelines on Environmental Justice, CI Emergency Guidelines, The Code of Conduct for the International Red Cross and Red Crescent Movement and Nongovernmental Organisations, The Sphere Project's Humanitarian Charter and Minimum standards in Disaster Response).

1.9.1 Volunteers and Emergencies

An emergency is an urgent situation in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale.³

¹ The Legal Framework for volunteering in emergencies, IFRC, Geneva 2011, online <http://www.ifrc.org/PageFiles/125640/legal-framework.pdf>

² Caritas Internationalis Code of Ethics and Code of Conduct for Staff, Rome, May 2014, online: <https://www.caritas.org/includes/pdf/CodesEthicsConduct.pdf>

³ Definition of Emergencies, WFP, 2005, online: [https://www.wfp.org/sites/default/files/Definition%20of%20Emergencies%20-%20\(2005\).pdf](https://www.wfp.org/sites/default/files/Definition%20of%20Emergencies%20-%20(2005).pdf)

Governments have the responsibility to meet the humanitarian needs of their people resulting from an emergency situation. However, where the impact of an emergency exceeds the capacity of a government, national and international humanitarian support is provided. When a large scale emergency occurs it is common to see a generous outpouring of public support – often through public emergency appeals. Volunteers also play vital roles in helping those affected by emergencies, regardless if they help locally as unorganised individuals and groups or through formal volunteering with organisations with emergency response systems in place. All of them volunteer their time, knowledge, skills and resources to help others in times of crisis.

Local communities are often the first to assist, providing first aid, basic assistance such as food and water, shelter, transport, as well as practical and emotional help to people who have suddenly found themselves homeless or injured following an emergency situation. Local volunteers can also fill sandbags, clear roads and paths, sort essential supplies and stock and support administrative roles.

Organisations that are experienced working in emergencies value the enthusiasm of volunteers and their readiness to work under difficult and extraordinary circumstances and are happy to accept those who:

- are ready and have time to get involved in emergency response;
- respect the organisation's coordinating role and perform tasks assigned by the coordinator;
- perceive the severity of the situation and are capable to work in a team under difficult conditions.

At the same time, untrained and uncoordinated volunteers can disrupt organised responses, reduce the resources available to those who are affected and potentially do more harm than good. Therefore emergency services and other organisations including NGO's must plan for and manage the participation of volunteers in emergency responses. Organisation should maximise the effectiveness of emergency and disaster management by drawing on the immense pool of knowledge, skills, resources, networks and enthusiasm of volunteers available.

1.9.2 Caritas and emergencies from the perspective of human resources

In case of an emergency, Caritas has a clear Human Resource (HR) system in place to secure the provision of humanitarian aid to the affected persons. Global Caritas organisations operate under one of three models. There are Caritas organisations which do most of the work using their own staff, who are temporarily released from their normal daily work duties and have been trained on emergency response. There are Caritas organisations that combine the use of their own staff with volunteers. Finally, there are Caritas organisations entirely dependent on volunteers to provide humanitarian assistance.

The extent of the emergency is a key factor which influences how and to what degree volunteers will be used. In the case of small-scale emergencies (a house catches fire, burst gas pipes, low intensity typhoon etc.), the situation will be dealt with by a Caritas worker responsible for dealing with emergencies, who will survey the social impact of the emergency and provide, upon the fire brigade or the mayor's request, material assistance including lending of cleaning and drying equipment and other necessary assistance.

In case of large-scale emergencies (such as flood or earthquake), volunteers can also be an excellent resource where given the nature of the emergency, it is likely that many people will take part in the emergency response and recovery which will continue for weeks, months or even years. The extent

of required aid is usually extensive, be it in the first phase response or later assistance and recovery and requires both material assistance and financing. Volunteers undertake key tasks – both in direct assistance to persons affected and in organisational support – for example communication, administration and logistics etc.

In a large scale emergency, it is likely that the standard management system will be insufficient and that certain processes and procedures of everyday working life may fail. In such event, Caritas will implement the crisis management system, to help cope with the emergency. It is vital that everybody – both employees and volunteers – know their tasks, know who is their direct supervisor and who they are responsible for (see chapter 2.4.2). Tasks must be clearly and comprehensibly defined, with clear deadlines, and must be monitored to ensure they have been completed. Caritas ensure the well-being of its staff and volunteers during emergencies.

Each Caritas organisation involved in emergency response should have an emergency response plan developed which incorporates volunteer involvement in detail.

Guidance on rapid response (emergency) cooperation between Caritas member organisations and Caritas Internationalis is set up and detailed in the CI Toolkit for Emergency Response¹. The document contains a set of tools focused on disaster preparedness and response including organisational preparedness, assessment of needs, status reports, proposal templates, reporting, evaluation and audit templates. It sets out steps that need to be taken in preparing for and dealing with emergencies. CI, however, expects that management mechanisms are functional in the given Caritas organisation and that this organisation has experience with planning, implementation, monitoring and evaluation of programmes.

Caritas Czech Republic designed and follows an emergency response plan.² The preparatory phase is crucial in this plan, which also includes the selection and preparation of Caritas workers and volunteers for the emergency. As this preparatory phase is demanding in terms of time and financial resources, volunteers and employees that are known and experienced with Caritas and who are interested in working for Caritas to fill the key positions are preferred. These employees and long-term volunteers are trained in the preparatory phase, so that they can assume responsibility for providing Caritas services to affected persons and also work with 'ad hoc' volunteers who contact Caritas in the first hours and days after the emergency.

A further example is the concept document 'Sustainable Disaster Relief – Aid Beyond the Crisis'³ from Caritas Germany. The document sets out a practical approach as it applies a well-prepared conceptual basis for emergency aid from the viewpoint of Caritas Germany. In the first part, the document focuses on the basic principles of dealing with the aftermath of natural disasters, the second part of the document introduces the stages and areas of aid including humanitarian aid and the third includes general principles and procedures of cooperation and partnership.

Each human activity bears a certain level of risk, volunteering notwithstanding. In its preparation for emergencies, Caritas will assess these risks and will identify solutions to eliminate or at least

¹ Caritas Internationalis Toolkit Manual, Vatican City, version 2, June 2016

² Caritas CR handbook for emergencies

³ Gernot Ritthaler: Concept paper Sustainable Emergency Assistance – Assistance beyond the Crisis, online: http://www.caritas-germany.org/cms/contents/caritas-germany.org/medien/dokumente/sustainable-emergenc/ci_fk_katastrophenhilfe_eng.pdf

mitigate risks. In an emergency, possible risks are assessed on an ongoing basis and are considered in assignment of volunteer roles and planning of volunteer activities.

4 . Areas of risk

Будь-яка людська діяльність передбачає певний рівень ризику, незважаючи на волонтерський характер такої діяльності. Готуючись до надзвичайних ситуацій, «Карітас» оцінюватиме ці ризики та визначатиме рішення для їх усунення чи принаймні пом'якшення. У надзвичайній ситуації можливі ризики оцінюються на постійній основі та враховуються при розподілі ролей волонтерів та плануванні волонтерської діяльності.

4.1 Сфери ризику

Risk of work injury or harm

Caritas will ensure

- that volunteers use protective equipment;
- the use of appropriate and good quality tools;
- necessary vaccination, medical and accident insurance;
- first aid availability;
- that volunteers are briefed on Safety and Security Policies.

Risk of causing damage

Caritas will ensure

- insurance of liability for damage caused by the volunteer.

Risk of fatigue, exhaustion, and stress

Caritas will ensure

- sufficient rest;
- adjustment of working hours;
- support - defusing, debriefing and supervision;
- splitting the role among several volunteers if required.

Risk of improper behaviour and damage to the organisation's reputation

Caritas will ensure

- training when starting with the organisation;
- orientation on the volunteer's code of conduct;
- clear reporting and response mechanism in place;
- working in a team with a Caritas employee;
- official statements are made by staff member.

Risk of harming or abusing vulnerable persons

Caritas will ensure

- background checks upon selection (interview, excerpt from criminal record);

- working in a team with a Caritas employee;
- orientation on the volunteer's code of conduct;
- monitoring in place.

Risk of personal data abuse

Caritas will ensure

- non-disclosure declaration;
- limited access to sensitive documents;
- compliance with the particular laws and regulation.

Risk of losing volunteers

Caritas will ensure

- appropriate assignment of roles to volunteers;
- appropriate assignment of tasks - i.e. neither too much nor too little work;
- creation of suitable conditions;
- provision of support and feedback;
- instead of criticism, a focus on correcting potential mistakes;
- appraisal and evaluation;
- respect.

4.2 Volunteer loss

Following recruitment, orientation and training, the Volunteer Coordinator must ensure that volunteers continue to be motivated to work with Caritas – the goal is retention throughout their assigned volunteer role as well as potentially longer term – as a long-term volunteer. Without specific steps in place, even the most dedicated volunteers can lose motivation and leave the Caritas organisation. Loosing of volunteers is also a normal process in any NGO as the personal situation and availability of volunteers might change over time. The process should be well prepared and it should not be because of the common issues that result in volunteer loss that they decide to leave:

1. Lack of orientation, training or selection of volunteers

Orientation and training are essential to volunteer engagement and satisfaction. Where orientation and training are not provided, volunteers will not know the identity of Caritas – who they are working for, why they are working or what is expected from them.

If Caritas does not take steps to select volunteers based on a potential volunteers' experience, skills and motivation, then it is left to chance whether the selected volunteers are assigned to roles that they are able to fulfil and attain satisfaction from.

2. No flexibility in adjusting of roles

When Caritas has firmly set requirements and demands too much, it may deter a volunteer. If Caritas insists on particular times, hours.

3. Insufficient or excessive requirements

When a capable volunteer is assigned a volunteer role, it can be tempting to use his or her skills fully and give the volunteer as much work as possible – even outside of their role description. That is not a

good approach. Whilst a volunteer can go through development stages, whereby they identify with the organisations and gradually assume more and more responsibility, they can also feel overwhelmed or over burdened by additional responsibilities. Volunteers should be engaged with respect and should not be 'over-used'.

On the other hand, if Caritas uses a volunteer insufficiently, the volunteer will get bored and his or her motivation will fade. In such situation it's likely that a volunteer will start to feel useless or undervalued. In either circumstance it's more likely that a volunteer will leave Caritas.

4. Lack of communication and appreciation

Once a volunteer's role is set and tasks assigned, there must be an on-going process of support, supervision, communication and appreciation. Without on-going communication and appreciation, a volunteer will likely loose motivation and leave the organisation.

5. Unhealthy or unprofessional working environment

A Caritas organisation with internal problems is not likely to retain volunteers. Incapable management, lack of systems, low morale, or unhealthy relationships in the workplace, will all have an impact on volunteers. Such organisation will have difficulty retaining volunteers as they will likely feel disillusioned and look for a more professional organisation to join.

Annex no. 1 – Concept of the Local Caritas Uherský Brod

LOGO OF ORGANISATION

[Caritas]

[Registered office]

[Contact information]

[Business IN]

VOLUNTEERING IN [CARITAS] – concept for 2012–2014

		Indicators	Assumptions
Main goal	<ul style="list-style-type: none"> The functional system of volunteering at the local Caritas (LC) and volunteer's involvement in provision of quality services => increase in the quality of the provided services 	<ul style="list-style-type: none"> Satisfaction of users/volunteers/employees Questionnaire survey results 	
Objectives	<ul style="list-style-type: none"> System of volunteering service (regional outreach) Engaging volunteers in this system Volunteers in emergencies 	<ul style="list-style-type: none"> Registration of the volunteering centre Number of registered volunteers Number of events conducted out 	<ul style="list-style-type: none"> Citizens' interest in volunteering Interest on the part of institutions' managers
Outcomes	<ul style="list-style-type: none"> Database of volunteers Database of beneficiaries System of work with beneficiaries (>voluntary service act, social services act) => methodology, regular events Handbook for volunteers Documentation (contracts, files, decrees, insurance contracts) Database of volunteers ready to help in emergencies 	<ul style="list-style-type: none"> Centralised database, statistical data Functional and logically organised system of documentation Webpage, FB Professionally prepared materials for workers / volunteers Documentation of the past trainings / events 	<ul style="list-style-type: none"> Interest on the part of the LC management Available funds and time Employees' willingness to follow the set rules

Activities	<ul style="list-style-type: none"> Preparation of the list of target places Application for the centre's registration PR – demand, hiring, leaflets... Training, supervision, evaluation Performance of voluntary services Training and information package for volunteers in emergencies 		<ul style="list-style-type: none"> Available funds and time
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Vision

The volunteering programme STOPA is at the beginning of its journey, and for now, the main goal of the programme should be to achieve a state where voluntary service is provided on a regular basis and in accordance with the set rules and conditions, so that it supports and increases the quality of the provided social services, contributes to the development of civic responsibility, and mobilises the selected target groups. The volunteers' activities at the LC Uherský Brod (UB) are based on the catholic church's mission to spread good, justice and hope in the world. In line with this mission, Caritas wants to be a visible sign of God's love (caritas) of the world and man, especially of the poor, the weak, the suffering, and otherwise vulnerable people in our country and abroad, in the sense of the Gospels (source: Code of Caritas Czech Republic, 2009).

Key points

Establishing a system of voluntary service (hiring, presentation, acceptance of volunteers, selection of suitable activities, regular training, reflection, change of activity, description of the relevant activities, termination of cooperation), which would be comprehensible and acceptable by everyone, is of key importance as well as the way voluntary work is presented to the public – public relations. Funding of volunteering should not be neglected either.

Key outputs:

- Database of volunteers
- Database of voluntary work
- Database of beneficiaries
- Preparation of methodology for working with volunteers
- Creating a handbook for volunteers (What to do when, basic information about target groups, etc.)
- PR – leaflets, logo, Facebook, web
- System of care for volunteers
- Securing funding of volunteering

Current situation

As of 30 April 2014, there are 17 contracts with volunteers, and volunteers are involved in all three accredited programmes (“Emergencies”; “Doing it Better”; “One-Time Involvement”), performing, among other things, the following activities: helping with organisation of one-time events (carnival, ice-skating, flying of kites, Caritas summer camps), performing voluntary work at our facilities (asylum home – tutoring; arts club; therapeutic workshop – assisting and keeping the clients company; care services – keeping the clients company at home, walks; assistance in technical matters – minor repairs and assembling). In my view, there is a need for further work and development, which is divided into the following areas in the below table: Work with volunteers, PR area, Coordination.

Funding

Lack of funding of volunteering is a major problem. All plans in this area are dependent on whether funding for the activities can be obtained. Possible sources of funding: Ministry of Interior of the CR, the Zlín region, Three Kings Collection, Lent Almsgiving, parishes, donations from donors, financial support from the founding entity, and possibly also collections for volunteering (in churches and parishes, e.g. once a year). We have no legal claim to receive the funding. The experience shows the following: under the grant programme of the interior ministry, we asked for CZK 153,000 (68.4% of the total amount for yearly operation, which was CZK 223,680), and CZK 50,000 was awarded to us. Grant programme of the Zlín region: we asked for CZK 52,000 and received nothing. In total, we asked for funds worth **CZK 223,680**. The amount consisted of: **material costs** (clothes, protective equipment, disinfection and hygienic supplies, books, notebooks, office supplies, printers, small-scale materials, equipment and tools for painting and drawing, mobile phones). **Non material costs** (telephone fees, coordinator’s and volunteers’ travel expenses, contribution to food and accommodation, excerpts from criminal records, promotions) CZK 21 880, and **personnel costs** (coordinator’s salary for 0.5 work load, trainers’ fees) amounting to CZK 159,900.

Timeframe:

Specification	Measurability	Acceptance., Feasibility	Deadline	Person
Coordination activity				
Database of volunteers, beneficiaries	Physically, electronically: preparation of documents about how to handle personal data, and about archiving and shredding; persons in charge of keeping records; the extent of recorded data; functioning and logically organised documentation; hiring of new volunteers (5/year)		8/2014	[person responsible]

Creation of methodolog of working with volunteers	1. Goals, mission, ethics; 2. Protection of rights; 3. Hiring new volunteers; 4. Documentation, information transfer; 5. The voluntary work– divided according to population groups/services/programmes; 6. Complaints about the voluntary service; 7. Staffing; 8. Education, equipment, work environment; 9. PR, funding; 10. Emergencies and accidents		12/2014 To be updated	[person responsible]
Network of activities	Regular activities – establish regular actions and their frequency, reevaluate and update this network at least once a year (flying of kites, Caritas summer camp, fair, TKS, screening...)		06/2014 To be updated 12/2014	[person responsible]
	Devote a service in church to Caritas (at least once year on St. Vincent’s day)			
Funding	Ensuring that the coordinator gets his salary, training of volunteers, Caritas t-shirts, funding of gifts and refreshment at meetings, application for grant at the interior ministry for 2015		To be updated 10/2014	[person responsible]
Work with volunteers only				
New areas of volunteering	UB hospital: 5-8/2014 pilot project at the department for the long-term and terminally ill, establish a valid model and apply for accredit 12/2014		3/2015	[person responsible]
	Volunteering in cooperation with UB City Hall (tutoring, free time for children		12/2016	[person responsible]

	Volunteering in cooperation with the parishes within the range of local Caritas (at the request of the parishes' spiritual administrators) Sub-programmes: Volunteering in Confirmands Presentations in religion classes (see Presentations)		06/2015	[person responsible]
Cooperation with other subjects	Parishes (meetings in parishes and negotiating about potential cooperation); creation of "volunteers group" (tasked with identifying persons' needs in parishes), Parish Days of Volunteers. Catholic school in Uherský Brod – personal meeting with the school's director, presentations on volunteering for 9th grade students, Centre for Family – offer of cooperation (our volunteers helping at their events, our events as part of the centre's offer: e.g. the flying of kites, summer camp, fair, etc.)		05/2015	[person responsible]
			9/2014	
		11/2014		
		2/2015	[person responsible]	
	Tenebrae Fascarum, NGO – a meeting concerning possible cooperation, programmes for children (expert support in using outdoor education); cooperation in organising of activities Orel – offer of cooperation (our volunteers helping at their events, our events as part of the Orel organisation's offer: flying of kites, Caritas summer camps, fair etc. Using their premises and sports facilities for our events). Boy scouts – (Junák – association of Czech boy and girl scouts, Centre of First Moravian Boy Scouts) – cooperation during Three King Collection (TKC), Caritas summer camp, Bethlehem Light; negotiate common ground in activities and find options acceptable for both sides		1/2014	[person responsible]
			07/2015	

	(Bethlehem Light – annual event, Caritas summer camps – borrowing equipment from the boy scouts, TKC – boy scouts as carollers; at the management's meeting, come up with other subjects for potential cooperation; analyse possibilities every year			
Creation of handbook for volunteers	Individual volunteering areas – ideally, a 5-10 page brochure for each accredited programme; general introduction, target groups and the specifics of working with them, potential emergencies and what to do in them; contact information		12/2015	[person responsible]
Taking care about volunteers	Regular meetings + acknowledgement 1x/year; Prizes for most active volunteers 1x/year + announcement of the public's prize winner Training – mandatory trainings at least 3 hours a year, voluntary trainings (as a bonus for long-term volunteers) – depending on the offer, try to involve volunteers in education projects Work clothes for volunteers – at least 1 t-shirt for volunteers. Decide ther it should be mandatory to do the voluntary work wearing a Caritas t-shirt; other possibility – badges with Caritas logo (cheaper, quicker) for, e.g., ad-hoc volunteers Other question to solve with the director/managers: the possibility to drive Caritas cars for certain volunteers – consider whether needed is the insurance etc. Care about volunteers outside accredited programme or without a written contract		12/2014 Ongoing	[person responsible]

PR				
Voluntary work performed by employees	Find ways how to motivate professional staff to support volunteering (include a question about the willingness and motivation to do voluntary work in the employees' evaluation questionnaire)		10/2015	[person responsible]
Leaflets	Creating the leaflet and printing 500 copies to be distributed among those interested		09/2014	[person responsible]
Web, Social networking sites (Facebook, G+)	Website – a new section, information about programmes, contact persons, activities, conditions – for those interested, for beneficiaries, institutions, and media; photographs, articles about events – social networks– regular updates at least 1x/month; online calendar on G+ regular updates		07/2014	[person responsible]
Presentations	Creation of a leaflet (see above), updating of the website (www.uhbrod.charita.cz) in the Volunteering section; hold at least 3 presentations a year (elementary schools, high schools, parishes, municipalities, open days, events – panel discussions etc.) Class on Caritas – dedicate 1 religion class a year to Caritas presentation of volunteering in parishes (find the possibilities of regular presentations – Children's Days, Municipalities' Days, Sporting Days, Parish Days, travelling exhibitions on volunteering– to municipalities, churches, high schools, Caritas events and events of partner subjects)		12/2014 Ongoing	[person responsible]

Annex no. 3 –Volunteer's Code of Conduct of Archdiocesan Caritas Olomouc

LOGO OF ORGANISATION

[Caritas]

[Registered office]

[Contact information]

[IN]

CODE OF CONDUCT OF VOLUNTEERS IN EMERGENCIES

I. The aim of this document is to set out rules of conduct of volunteers during the preparation, in the course, and when dealing with the aftermath of emergencies.

II. This document applies to all volunteers pursuant to Article I performing work for Archdiocesan Caritas Olomouc.

III. Volunteers identify themselves with and contribute by their work to the fulfilment of the mission of Archdiocesan Caritas Olomouc, which is helping the others in need in the name of Jesus Christ's charitable love – Caritas.

IV. In the preparations for the emergency, in its course and in dealing with its aftermath, while working in the office or in the field, volunteers agree to:

- be reliable, meet the obligations and responsibilities assigned to them as volunteers
- use their skills and experience to complete the assigned tasks
- cooperate with employees and other volunteers
- accept feedback from the person in charge to improve their work
- treat everybody with dignity and respect, do not judge anybody
- avoid swearing, blasphemy and behaviour harmful to one's self as well as to the others
- not lecture others and not to force them to accept one's own political, cultural or religious views and attitudes
- refrain from all kinds of discrimination and sexual harassment
- not to disclose any facts which are considered confidential which the volunteer will learn about during the work, whether these concern the organisation, employees, other volunteers or beneficiaries of aid, i.e. the affected persons
- not to provide media with any information, apart from general information about the mission of Caritas, unless the person in charge agrees with it
- refrain from taking photographs or making audio or video recordings without the prior consent of the person being recorded
- avoid conflicts of interest; should such situation occur, report it immediately to the person in charge
- not to receive any kind of compensation for the work performed and refrain from any kind of corrupt behaviour

- do not use, possess, or be under the influence of alcohol or drugs when working for the organisation and in the sufficient advance before such performance
- wear suitable or company clothes and identification badges; the clothes must not contain any offensive slogan or sign
- use the entrusted equipment, tools and aids in a way which is appropriate to the performance of the assigned tasks, take care of such equipment and tools and refrain from using them for private purposes
- observe safety and hygiene rules, take part in training on work safety, use protective equipment, and report on all accidents, injuries or hazardous situations
- report to the person in charge about suspicious situations or about abuse of any kind
- solve ethical issues, should they arise, with the person in charge
- refrain from illegal activity of any kind

V. Violation of Articles III to IV of the Code may lead to the termination of the contract with the volunteer.

VI. This Code does not replace the rights and obligations of volunteers.

Date: 1 July 2015 _____
(Director)

I declare that I understand and will observe the above rules of conduct and obligations. I am aware that in case of violation of the rules, the contract between me and the Archdiocesan Caritas Olomouc may be terminated.

Date: _____
(Volunteer's signature)

Annex no. 11 – Volunteer's evaluation questionnaire

LOGO OF ORGANISATION

[Caritas]

[Registered office]

[Contact information]

[Business IN]

VOLUNTEER'S EVALUATION QUESTIONNAIRE

Name : _____

Surname: _____

Role/position: _____

Starting date: _____

Termination date: _____

How long have you been working for us as a volunteer? _____

Do you think you have been sufficiently informed about Caritas and its mission?

Yes

No

do not know

Comments

Do you think you were received well by Caritas staff?

Yes

No

do not know

Comments

Do you think you received sufficient training needed to perform your work?

Yes

No

do not know

Comments

Did you know who your coordinator / person in charge was?

Yes

No

Comments

Do you think you had sufficient support from Caritas?

Yes

No

Comments

Do you think you got sufficient feedback?

Yes

No

Comments

Were you satisfied with the role assigned to you?

Yes

No

Comments

What was your best experience while working with Caritas?

Comments

What did you find most difficult while working as a volunteer?

Comments

If you were to propose 3 changes in the programme of volunteering in emergencies, what changes would they be?

1. _____

2. _____

3. _____

How satisfied you generally were with volunteering in emergencies for Caritas? (1 – catastrophic, 5 – excellent)

1 2 3 4 5

Other information you would like to share?

In _____ Date _____

(Volunteers' signature)

Thank you for your feedback!

Annex no. 12 – Volunteer’s timesheet

LOGO OF ORGANISATION

[Caritas]

[Registered office]

[Contact information]

[IN]

VOLUNTEER’S TIMESHEET

(for volunteers registered in accordance with Act no. 198/2002 Coll., On Voluntary Service)

Date	Came at	Left at	Number of hours	Activity	Signature of the person in charge

Name and surname of the coordinator / person in charge: _____

Date of approval: _____ Signature: _____

Annex no. 13 – 101 Ways how to motivate volunteers

LOGO OF ORGANISATION

[Caritas]

[Registered office]

[Contact information]

[IN]

101 WAYS TO MOTIVATE VOLUNTEERS

- Smile
- Put up a volunteer suggestion box
- Treat to a soda
- Reimburse assignment-related expenses
- Ask for a report on progress
- Send a birthday card
- Arrange for discounts
- Award certificates of appreciation
- Give recognition bagdes
- Maintain a tea/coffee bar
- Plan annual ceremonial occasions
- Invite to staff meetings
- Recognize personal needs and problems
- Accommodate personal needs and problems
- Be pleasant
- Ask them to help with an emergency in the organization
- Provide childcare
- Post Honor Roll in reception area
- Award them with photos from volunteering activities
- Respect their wishes
- Give informal teas or a pizza party
- Keep challenging them
- Solicit input and reactions about recent events
- Allow them to DO the job they’ve been assigned
- Send a holiday card to the volunteer’s family
- Properly describe all volunteer positions and the work time required
- Say “Good Morning”

- Greet by name
- Give them a T-shirt with the NGO's logo or a cause statement on it
- Follow up on events, review successes and failures
- Provide a good orientation session so they know how to do their jobs!
- Help develop self-confidence
- Mention their contribution when speaking to sponsors/donors
- Take time to explain: explain their jobs, the impact it has on the organization.
- Be verbal
- Motivate VIP collaborators to talk to the volunteer
- Hold karaoke sessions
- Give additional responsibility
- Invite participation in team planning
- Respect sensitivities
- Enable to grow on the job
- Enable to grow out of the job
- Send newsworthy information to the media
- Have food tasting parties
- Ask a beneficiary/public to evaluate their work/service
- Say "Good Afternoon"
- Honor their preferences
- Create pleasant surroundings
- Make the job a FUN thing to do
- Welcome to staff coffee breaks
- Enlist to train others
- Have a public reception
- Take time to talk
- Defend against hostile or negative staff
- Make good plans
- Ask them to serve on other boards as well
- Prise in front of supervisory staff
- Send a card
- Give them updates on their performance
- Make thorough pre-arrangements, before the volunteer's arrival
- Persuade the staff to equate volunteer experience with work experience
- Admit to partnership with paid staff
- Recommend to prospective employer

- Allow time to attend volunteer conferences or workshops
- Offer advocacy roles
- Utilize as consultants on projects
- Write them thank-you notes!
- Invite participation in policy formulation
- Surprise with coffee and sweets and sodas
- Celebrate outstanding projects and achievements
- Nominate for volunteer awards in group, in community and nationally
- Have a "Volunteer Day"
- Carefully match volunteer with job!
- Praise the volunteers to their friends and employers
- Provide in-service training
- Provide useful tools in good working condition
- Say "Good Night"
- Plan staff and volunteer social events
- Be a real person
- Rent billboard space for public appreciation
- Accept their individuality
- Provide opportunities for conferences and evaluation
- Identify age groups
- Maintain meaningful file
- Send impromptu fun cards
- Plan occasional extravaganzas
- Instigate beneficiary-planned surprises for the volunteer
- Utilize purchased newspaper space
- Promote a "Volunteer-of-the-Month" program
- Send letter of appreciation to sending organisation and/or employer
- Plan a "Recognition Edition" of the NGO's newsletter
- Color code name tags to indicate particular achievements (hours, years, jobs, etc.)
- Send commendatory letters to prominent public figures
- Say "We missed you"
- Praise the team / group where the volunteer belongs
- Promote staff smiles
- Facilitate personal development
- Distinguish between groups and individuals in the group
- Maintain safe working conditions

- Adequately orient to job
- Award special citations for extraordinary achievements
- Explain your group's beliefs and policies
- Send Christmas or Chanukah cards
- Be familiar with the details of job assignments
- Conduct community-wide, cooperative, inter-agency recognition events
- Plan a theater party
- Attend a sports event together
- Have a picnic
- Say "Thank You" frequently
- Smile! (It is so important, hence the double-listing)

Annex no. 14 – Documents and arrangements in place

LOGO OF ORGANISATION

[Caritas]

[Registered office]

[Contact information]

[IN]

DOCUMENTS AND ARRANGEMENTS IN PLACE

Check in the column what you currently have in place within your volunteer program.

Y = we have or do this consistently.

P = we have or do this but need to improve.

N = we do not have or do this.

Arrangement / Documents	Y	P	N
Mission based approach and organisation policies			
Caritas staff welcome and support the role of volunteers during emergencies			
Strategic documents in Caritas acknowledge and articulate involvement of volunteers			
Strategic plan			
Concept for emergencies			
Internal guidelines			
Human and other resources			
Volunteers are part of the Caritas and the organization provides appropriate resources to manage and support volunteering			
Job description of volunteer coordinator			
Material, equipment and facilities			
Volunteering budget			
Volunteer files and databases			
Volunteer timesheet			
Types of assistance, work positions and material needed			
Caritas has taken steps to prepare positions in emergencies where volunteers can contribute to the Caritas mission to help those in need			
List of assistance			
List of positions for volunteers			
List of material resources			
Organisational chart			

<p>Recruitment</p> <p>Caritas established a recruitment process including internal and external procedures to reach desirable volunteers</p>			
<p>Volunteer questionnaire</p> <p>Volunteer agreement</p> <p>Volunteer job description</p> <p>Volunteer code of conduct</p> <p>Declaration of no criminal records and other circumstances</p> <p>Declaration of confidentiality</p> <p>Handover of material resources to volunteer</p>			
<p>Orientation and Training</p> <p>The appropriate procedures are in place so volunteers receive an orientation in policies and practices and are trained according to their assigned roles</p>			
<p>List of topics for volunteer orientation</p> <p>List of special trainings for volunteers</p>			
<p>Support and supervision</p> <p>Volunteers receive support required for their role and their needs during emergencies – defusing, debriefing and supervision</p>			
<p>List of supervisors</p>			
<p>Motivation and Appreciation</p> <p>The work, value and impact of volunteers are understood and acknowledged by Caritas and ongoing formal and informal methods of recognition are used in communication with volunteers</p>			
<p>List of recognition's methods</p> <p>Volunteer Thank-You letter</p>			
<p>Evaluation</p> <p>Caritas evaluation procedures are in place to assess the performance, impact and effectiveness of volunteers work and their satisfaction as well</p>			
<p>Evaluation questionnaire</p>			
<p>Risk management</p> <p>Caritas has procedures to assess, manage and mitigate potential risks to the volunteers, beneficiaries and the organisation</p>			

The guidelines were created within the project «Creation of Social Centres to foster coping and self-help capacities of conflict affected people and communities in Ukraine”, implemented by the International Charitable Foundation «Caritas Ukraine» with the support of Caritas Germany and the Federal Ministry of Economic Development and Cooperation of Germany (BMZ).

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