

# Volunteering in emergencies

Handbook for coordinators



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Volunteers play an important role in the provision of essential humanitarian assistance and service delivery to people affected by emergencies. Their willingness to help, determination, skills, experience and time devoted are a great asset for Caritas. Thanks to volunteers, Caritas can reach more people with assistance and support them in coping with and recovering from challenging circumstances and positively influence their life after the emergency.

This handbook is based on the experiences of volunteers who work in emergencies with Caritas Czech Republic. It has on working with volunteers in emergencies. The handbook provides guidance on how to recruit, prepare and manage volunteers, and how to evaluate and show appreciation for their work. It also focuses on preparation handbook of the organisation to deploy volunteers' as a cornerstone of quality and professional approach to volunteers.

The handbook is divided into four main chapters: 1) Introduction to Volunteering, 2) Organization preparation for volunteers, 3) Volunteer management, 4) Risk Management.

The handbook is a resource guide for the Caritas family and seeks to provide both an example and inspiration for other Caritas organisations to support the development of systems and approaches for working with volunteers in emergencies. Caritas organisations globally can tailor this manual to the context of their own organisation and country.

I would like to thank all volunteers and employees of the different Caritas organizations who shared their experiences and contributed valuable suggestions to the creation of this handbook. It could not have been published without the support of the EU funded project "European-Asian partnership for building capacities in humanitarian action" under the EU Aid Volunteers Initiative.

Although the handbook is designed for working with volunteers in emergencies, its content – where applicable - can be used in non-emergency areas of Caritas operations as well.

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# 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 – un-paid 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.<sup>1</sup>

According to the International Labour Organisation's definition<sup>2</sup>, 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.
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.

<sup>1</sup> Wu, Huiting. „Social Impact of Volunteerism.“ Social Impact of Volunteerism (2011): 1-23. Web. 8.5. 2017.

<sup>2</sup> 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](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_167639.pdf)



The International Labour Organisation 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.<sup>3</sup> 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 organisations 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.;
- 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.

<sup>3</sup> G Tošner, J. Sozanská, O.: Dobrovolníci a metodika práce s nimi v organizacích

## 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 volunteer<sup>4</sup>:

- 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. 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).

<sup>4</sup> Gallup Poll on Giving and Volunteering. Independent Sector. 1990 In: Vineyard, 1991



## 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 organisation<sup>5</sup>:

### 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;
- 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.

<sup>5</sup> [http://ec.europa.eu/citizenship/pdf/volunteering\\_charter\\_en.pdf](http://ec.europa.eu/citizenship/pdf/volunteering_charter_en.pdf)

## 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*<sup>6</sup>.

## 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.

<sup>6</sup> The Legal Framework for volunteering in emergencies, IFRC, Geneva 2011, online <http://www.ifrc.org/PageFiles/125640/legalframework.pdf>

Caritas volunteers are required to sign and abide by the Caritas Internationalis Code of Ethics and Code of Conduct for Staff<sup>7</sup> 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.<sup>8</sup>

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

<sup>7</sup> Caritas Internationalis Code of Ethics and Code of Conduct for Staff, Rome, May 2014, online: <https://www.caritas.org/includes/pdf/CodesEthicsConduct.pdf>

<sup>8</sup> 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)

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 Response<sup>9</sup>. 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.<sup>10</sup> 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'<sup>11</sup> 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.

<sup>9</sup> Caritas Internationalis Toolkit Manual, Vatican City, version 2, June 2016  
online: [https://caritas.dk/sites/default/files/attachments/ci\\_toolkit\\_manual\\_v2\\_en.pdf](https://caritas.dk/sites/default/files/attachments/ci_toolkit_manual_v2_en.pdf)

<sup>10</sup> Caritas CR handbook for emergencies

<sup>11</sup> 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](http://www.caritas-germany.org/cms/contents/caritas-germany.org/medien/dokumente/sustainable-emergenc/ci_fk_katastrophenhilfe_eng.pdf)

## 2. ORGANISATIONAL PREPARATION FOR VOLUNTEERING

If volunteering is to be successful and beneficial for the organisation, it must be supported by the organisation's senior management. It is essential to recognise that volunteering entails financial costs and requires staff, time and space allocated for the management of volunteers. Staff must also understand the role of volunteers in the organisation and be ready for the activities of volunteers, as they are expected to accept them as their colleagues and support and collaborate with them in their roles within the organisations.

It is necessary for the organisation to make significant preparations for working with volunteers before the organisation advertises for or selects volunteers. Without such preparations, volunteers cannot be well-managed and of optimal benefit for the organisation and volunteers. This is especially true for emergencies, where there will be minimum time and space for preparations at the onset of an emergency when it is necessary to react immediately and rapidly to the needs of the affected persons. As such preparations must be in place prior to an emergency arising.

The diagram below shows the basic steps required to prepare an organisation for engaging and managing volunteers.



### 2.1 Volunteering in key Caritas strategic documents

To fulfil its mission to help those in need, Caritas organisations develop strategic documents, which help organisations to develop and maintain a clear and focused direction over a certain period.

The Strategic Plan is a strategic document covering a set number of years, which estimates the future development, describes strategies and focuses on key areas – often including programme goals, financing/resourcing, training/capacity development and human resources. Working with volunteers should be an integral part of an organisational strategic plan – and can be included under the human resource section.

‘Concept For Emergencies’ is a medium-term strategic document primarily aimed at establishing a system within the organisation’s structure to ensure the needs based, timely, efficient, effective and professional response of Caritas to an emergency.

- In relation to emergencies, each ‘Concept for Emergencies’ includes a plan of systematic steps - with timelines - leading to engaging volunteers in emergency response preparedness and organisation operations during and after the emergency.

#### *Annex no. 1 – The Concept For Emergencies of local Caritas Uherský Brod*

Organisational guidelines are internal binding documents that stipulate rules, conditions, duties, responsibilities and rights in relation to certain work activities or areas. The purpose of organisational guidelines is to apply the relevant legal regulations, or set approaches, within an organisation or organisational unit. Guidelines set out how activities or processes are undertaken and all relevant staff must abide by set guidelines.

- The Caritas volunteering guideline defines the basic terms and organisational structure related to the Caritas Volunteering Programme and defines the administrative and organisational policies regarding volunteering.



## 2.2 Volunteer Coordinator

The coordinator of volunteers is a key figure in volunteer management. S/he coordinates volunteering in the organisation, from defining the role, advertisement and selection, provision of orientation and training and ensuring their smooth inclusion in the organisation. S/he is also responsible for volunteer administrative support – for example review and signing of the code of conduct, rights and obligations and agreements with volunteers etc. The coordinator leads the volunteers, evaluates their activities, addresses any issues or problems that arise and ensures supervision and appreciation of volunteers for their work.

The coordinator is the contact person between volunteers, employees, organisation management and beneficiaries. A volunteer coordinator must understand the organisation's values, mission and operations, has strong communication and inter-personal skills, be empathetic, patient, reliable, and able to spread their enthusiasm for volunteering within the organisation. S/he should also have the ability to respond flexibly to the needs of volunteers, staff and beneficiaries.

The coordinator is accountable to an appointed leadership focal person and s/he ensures that the person is regularly informed about the course of the volunteer program.

Where an organisation decides to work with volunteers it should first create and appoint a person in the post of a volunteers' coordinator. It is essential to have a focal person responsible for volunteering within the organisation. Given the key position and the degree of responsibility volunteers have in Caritas, it is reasonable to define this as an employed position. Depending on the number and scale of volunteer work, this position may be either full-time, part-time, or added to the job description of an existing staff member, who will devote part of their work time to the coordination of volunteers.

Where volunteering plays a minor supplementary role and volunteer numbers are low, the volunteer coordinator may be a volunteer position. In such cases, the organisation will appoint an employee as a line manager, directly responsible for managing the volunteer coordinator. In exceptional circumstances, where organisations have only a very low number of volunteer positions at any given time (under five), volunteers may be managed by HR and report directly to their appointed employee line managers.



The Volunteer Coordinator is:

- in charge of the organisation's volunteering programme;
- responsible for selection and training of volunteers, planning and organising volunteer activities, guiding, supervising and motivating volunteers, and for evaluating and appraising volunteer work;
- a contact person responsible for mediating between volunteers, staff and beneficiaries.

### 2.2.1 Job description and qualification criteria for Volunteer Coordinators

Job description

- Following the organisation's strategic plans;
- Communication with the organisation's managers regarding the need/added value of voluntary work;
- Recruiting and selection of volunteers;
- Introduction of volunteers into the organisations, inducting them on key documents and policies;
- Organising trainings for volunteers;
- Planning, managing, and coordinating volunteers and their activities;
- Supervision and evaluation of volunteer activities;

- Motivation and appreciation of volunteers;
- Ensuring safety, insurance and other norms relating to volunteering;
- Administration of volunteer activities;
- Support in funding of volunteer activities;
- Cooperation with other NGOs, institutions and stakeholders involved in volunteering;
- Cooperation with the PR department;
- Creation of information materials;
- Obligations under relevant legislation in the case of an accredited programme.

## Qualification criteria

- Strong communication and negotiation skills, flexibility, independence;
- Ability to plan, organise, manage people and cooperate;
- Ability to manage conflicts and risks and solve problems;
- Proactive and ethical approach;
- Computer skills;
- Basic knowledge of laws and rules on volunteering;
- Language skills;
- Driver's licence (where necessary).

### 2.2.2 Material, equipment and facilities for Volunteer Coordinators

To effectively manage volunteers in an emergency, Volunteer Coordinators need assigned workspace and standard organisational employee equipment. Whilst all Caritas organisations will likely have a clear system in place, the following provides a guide:

#### Work space

- Space designated for work, meetings, operational meetings and negotiations;
- Equipped with office supplies and communication and presentation technology.

#### Recommended equipment to be issued to a Volunteer Coordinator

- Clothes with the Caritas logo (shirts, polo shirts, vest, jacket – depending on the season – and as per other Caritas Coordination positions);
- Employee identification card;
- Business cards where the position 'Volunteers' Coordinator' is indicated;
- Mobile / phone with data connection and a quality camera;
- In line with the Country Security Manual – a satellite phone if required;
- Personal computer / laptop with data connection;
- Office equipment;
- Organisational chart of Caritas for emergencies with contact information;
- Guide / handbook for emergencies;
- Guide / handbook for working with volunteers;

### 2.3 Volunteer code of conduct

Each organisation is advised to have a code of conduct for volunteers in place, which clearly sets the standard of conduct. At the same time, any volunteer working in emergencies should be required to sign the Caritas Code of Conduct for employees as well as The Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief.



The code of conduct presents a framework which helps the volunteers, when faced with an ethical issue, to make the right decision. At the same time, it creates an obligation for volunteers to assume responsibility for their own actions and protects beneficiaries – those that Caritas seeks to serve – from harm, as well as the reputation of Caritas organisations.

The Volunteer Code of conduct should cover the following areas:

#### Personal responsibility

- be reliable;
- accept the obligations and responsibilities of a volunteer;
- accept the role of a volunteer in a way that is in line with the volunteer's interest, skills and available time;
- accept this role with an open mind and readiness to learn;
- accept feedback from persons in charge of volunteers to improve one's work;
- avoid conflicts of interest;
- do not accept any kind of reward for voluntary work;
- solve ethical issues with the person in charge of volunteers.

#### Respect

- treat everybody with dignity and respect, do not pass personal judgements on people;
- avoid swearing, blasphemy and generally behaviour that is harmful to one's self as well as to others;
- refrain from taking photographs or making audio or video recordings without the prior consent of the person being recorded;
- do not disclose any facts which are considered confidential and which the volunteer will learn about during their work, whether these concern the organisation, employees, other volunteers or beneficiaries of aid, i.e. the affected persons;
- do not lecture others and do not force anybody to adopt one's own political, cultural or religious views;
- 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.

#### Safety

- do not use, possess or be under the influence of alcohol or drugs when working with the organisation;
- refrain from illegal activities of any kind;
- wear a visible ID badge and the required and suitable clothes which must not contain any offensive slogan or sign;
- observe the safety rules, take part in work safety trainings, use protective equipment, report accidents, injuries and hazardous situations;
- report suspicious situations or abuse of any kind.

In preparing the code of conduct for volunteers, organisations can use the above areas as the basis of this code; however, the list is not exhaustive and it is possible to add other areas to reflect the specific needs in the given location.

*Annex no. 3 – Volunteer Code of Conduct of Archdiocesan Caritas Olomouc*

## 2.4 Types of assistance, work positions and material needed

Each Caritas organisation has a different approach to emergencies – some get actively involved in helping the affected population, while others are ready to help only after receiving an external request, for example, from the Local or National Government Authorities.

The humanitarian assistance that Caritas extends to affected populations before, during and following emergencies will depend on the skills, expertise and resources of each organisation, as well as the type of disaster and resulting needs. As such, the types and number of volunteers, that a Caritas organisation engages, will vary by organisation and the context of the emergency.

The Volunteer Coordinator can use the list below to guide her/him in defining and selecting volunteer roles – i.e. work positions suitable to be undertaken by volunteers – and the material needed.



#### 2.4.1 Types of Assistance

The following list provides examples of emergency assistance interventions. Each Caritas organisation will identify emergency needs based on assessment and will work in coordination with other actors to meet priority needs of affected populations.

- needs assessments / social surveys (identification of needs, getting an overview of the situation, provision of information);
- material aid / in-kind basic assistance - water, food, sanitation supplies, clothing, blankets, mattresses, cleaning equipment etc.;
- manual assistance - e.g. helping to reduce damage caused by natural disasters, clearing of roads, debris etc.;
- basic counselling;
- spiritual aid;
- psychological first aid, crisis intervention;
- conditional or unconditional cash - direct financial aid to meet basic needs, payment for services or material;
- shelter - provision of temporary (tents/plastic sheeting) shelter or support to construct permanent structures;
- establishment and management of evacuation centres;
- health and nursing service;
- transportation - providing transport for people to safe areas, to seek medical care etc.;
- mediation/ referral to follow-up services and professional help;
- other humanitarian assistance as defined by the organisation based on assessment of need.

#### 2.4.2 Volunteer Positions

Caritas organisations must be able to secure sufficient human resources to provide the humanitarian assistance required and agreed in response to an emergency. In the case of emergency responses, Caritas uses both employed staff (for management, coordination and specialised/technical positions), and volunteers. As Caritas organisations are operational in disaster prone countries and know that their emergency response human resources will comprise both employees and volunteers, wherever possible, volunteer roles should be defined and recruited in times of peace i.e. in advance/in preparation for an emergency. Recruited volunteers can then be induced and trained and as such be ready to respond if/when needed.

The Volunteer Coordinator in cooperation with the Emergency Coordinator and HR manager (where applicable), should identify the positions that are defined as volunteer positions in an organisation emergency response preparedness plan. The role description and volunteer qualifications can then be defined for each of the positions.

The below list provides example work positions related to the types of emergency intervention defined above:

- needs assessments / social surveys:
  - researchers, data collectors, enumerators
- material aid/ in-kind basic assistance:
  - warehouse worker/operator (receipt, putting in stock, dispatch, documentation), logistician/driver (transportation), administrative worker (keeping of records), buyer, distributor, post distribution monitor

- manual assistance (clearing damage caused by natural disasters)
  - manual worker (moving, vacating, cleaning)
- basic counselling:
  - social worker, worker in social services, counsellor
- spiritual aid:
  - priest, pastoral assistant, other clergymen and lay theologians
- psychological first aid (PFA), crisis intervention
  - intervention worker, trained worker, psychologist
- conditional or unconditional cash:
  - economist, accountant, worker responsible for the handover of the funds or post distribution monitor, financial committee member (usually a committee of three persons deciding about the award of the funds to the affected person)
- shelter:
  - architect/engineer, construction worker, distributor, manager/worker of an accommodation facility
- establishment and management of evacuation centres:
  - manager of the centre, medical worker, social worker, PFA worker
- health and nursing service:
  - workers of Caritas' nursing and care service, doctor
- transportation:
  - driver, loading and unloading assistant
- mediation/referral to follow-up services and professional help:
  - experts providing the offered services, workers disseminating referral pathways

In addition, administrative and technical expert positions may also be filled or supported by volunteers:

The Caritas director or authorised person determines the positions/employees responsible for management, coordination and financial management and administration in emergencies. The Volunteer Coordinator, in cooperation with the Emergency Coordinator and HR manager (where applicable), creates a list of administrative and technical experts work positions to be filled by volunteers and identify the total number of volunteers required for each identified position.

Some examples of volunteer administrative support positions include:

- data collector, analysis and presentation;
- reporting office/assistant;
- project assistant;
- finance assistant;
- phone operator;
- liaison person.

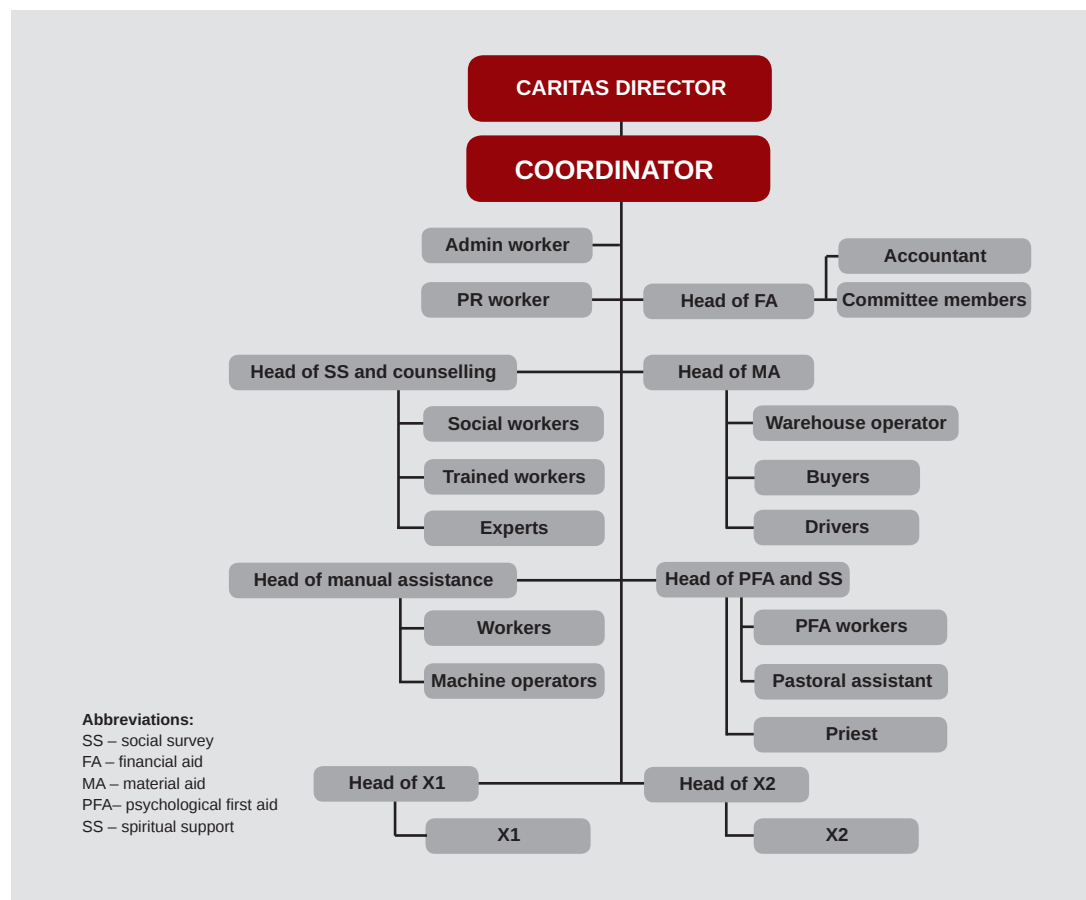
Some examples of volunteer expert positions include:

- proposal and project design;
- graphic designer;
- photographer;
- journalist;
- engineer;
- social worker.

It should be noted, that as with types of emergency interventions, the list of work positions is not final – rather it depends on local conditions and possibilities of an individual Caritas organisation.



To facilitate orientation of each work position, an organogram/ organisational chart - similar to the one shown below – should be developed outlining each position and the associated reporting lines. Once the organogram is compiled and the positions are filled, the name and contact number of the post holder can be added – either within the chart or as an annex. Volunteer positions will be marked in the chart with a capital 'V'.



### 2.4.3 Material resources for volunteers

The Volunteer Coordinator is tasked with providing volunteers with the material resources required for effective delivery of their defined role in supporting the organisational humanitarian response. Material resources must be tailored to each volunteer position and should be the same as the material resources provided to a comparable employee position. The exact materials will depend on the volunteer position, the local conditions. The Volunteer Coordinator should review and adjust the material resources required based on local needs, however an example of material resources can be found in Annex 4.

*Annex no. 4 – List of material resources*



To provide professional and efficient assistance, a volunteer must always be equipped to deliver their work, equipment should be tailored to the local context and volunteer role.

The Volunteer Coordinator ensures that the material resources issued to each volunteer are recorded in a handover document signed by the volunteer and maintains/archives the documented handover records, in accordance with the organisational handover protocol.

*Annex no. 5 – Handover of material resources to volunteer*

At the onset of an emergency, and throughout an emergency response it is useful to develop and keep a table of the proposed/planned Caritas humanitarian response. This will provide a clear overview of assistance that Caritas is able and ready to provide, with a description of the planned/on-going assistance/intervention and the capacities, means and the number of persons needed to provide the assistance/intervention. The table should also list the person in charge of each type of planned/on-going assistance/intervention. Listing the phone number of the persons in charge will speed up communication; however, this information can be recorded and maintained separately.

The number of employees and volunteers will be stated in the human resources column. This will show whether the offered services are provided entirely by volunteers or by employees together with volunteers.

Where assistance/interventions are delivered/supported by volunteers, the Volunteer Coordinator should be included in the table at the top of the table, in addition to the Emergency Coordinator.

## Annex no. 6 – List of assistance, capacities and means

### 2.5 Funding volunteering

Whilst volunteers are not paid, or monetarily compensated for the work they do, there are significant costs involved in engaging and deploying volunteers. It is necessary to obtain/assign funds for organisational preparation, volunteer recruitment and training, required organisation and volunteer insurances, as well as for management and support of volunteers whilst engaged in their volunteer position – including provision of required materials. Organisations will likely also cover/reimburse costs incurred by volunteers in delivering their position – such as transport and accommodation for example.

Caritas organisations may use their own funds or use/secure donors' funds. Creating a framework budget for volunteering in emergencies is good practice and can be used as a basis to secure/assign funding required for volunteering within the organisation's total budget or within an emergency response budget.

The following list provides examples of items that Caritas organisations can consider for inclusion in volunteering budgets:

- salaries – including the Volunteer Coordinator, PR staff, assistants and other positions involved in volunteer recruitment and management;
- insurance, vaccinations;
- travel costs, food, lodging;
- operational expenses – office space, fuel, electricity, telecommunication fees;
- external services – e.g. lawyers;
- equipment – office, IT and communication equipment, tools related to the position;
- work clothes and aids – t-shirts, shirts, jackets, raincoats, identification material;
- visibility – information and promotion materials – leaflets, brochures, key holders, certificates.

### 2.6 Administrative preparations



## 2.6.1 Volunteer questionnaire

An organisational questionnaire can be prepared as a first step to gain information from individuals who volunteer to support Caritas in delivering emergency assistance and interventions. Caritas has created a questionnaire suitable for this purpose. Completion by potential volunteers provides the basic information to guide Caritas in assessment of their suitability to be engaged as a volunteer in emergencies.

Generally, each questionnaire should contain the following areas:

- First name, middle name, surname, title
- Contact information
- Education
- Skills and experiences
- Prior voluntary activities
- Motivation for working as a volunteer for Caritas
- Completed trainings
- Language skills
- Driving licenses
- Criminal record check
- Health condition
- Restrictions (e.g. age, food, mobility, work space, activities)
- Time availability for volunteering
- References

The Volunteer Coordinator is responsible for preparing the questionnaire in both printed form and online (web, OneDrive, Google form etc.). When agreed and in circumstances that require rapid engagement of volunteers, a short version of a questionnaire can be developed and used.

*Annex no. 7 – Volunteer questionnaire in emergencies*

## 2.6.2 Volunteer agreement

The volunteer agreement should be developed in accordance with the relevant laws of a country and acts as the agreement between the organisation and the volunteer regarding the volunteers' rights and obligations and the organisation's rights and obligations towards the volunteer. The agreement clearly informs volunteers about what is expected from them and what they can expect from the organisation related to the volunteer role being undertaken. Depending on the local conditions and laws, the agreement may be executed either orally or in writing, and the form in which the agreement is executed may depend on the expected period for which the voluntary work will be performed. Generally, it is recommended to have a written agreement.

The agreement with the volunteer should contain the following:

- Identification of the parties of the agreement;
- Description of the activity and tasks to be performed by the volunteer including reporting structure, monitoring procedures, evaluation, briefing, debriefing, training (if eligible) – or attachment of the volunteer job description
- Complaint procedure;
- The place/location of the volunteer role/activity;
- Period, frequency and duration for which the role/activity will be performed – for example three hours twice a week, full time for three months etc;
- A statement that the volunteer is not entitled to any remuneration;
- A statement on whether the costs incurred in relation to the volunteer activity will or will not be reimbursed with exact details of what will/will not be;
- Confidentiality clause;
- Insurance clause;

- Compliance with the organisation's norms, rules, regulations, principles;
- Length of the agreement (date of commencement, date of termination);
- The possibility to terminate the contract either by mutual agreement or by one of the parties;
- Legal implications - areas where the organisation takes the risk of legal issues and the areas or actions where the volunteer is responsible.

The agreement may refer to other documents (volunteer job description, Volunteer Code of Conduct etc.). It is however necessary to consider the scope and the complexity of the agreement given the extent of the voluntary work – a simple and comprehensible form of the agreement is recommended to help volunteers understand what is expected from them in what circumstances and what they can expect in return from the organisation.

*Annex no. 8 – Volunteer Agreement*

*Annex no. 8a – Declaration of no criminal records and other important circumstances*

*Annex no. 8b – Declaration of confidentiality*

## 2.6.3 Volunteer's job description

A clear job description clarifies the role and responsibilities of a volunteer position, as well as the support the volunteer is entitled to receive. It helps all parties understand what is expected from each volunteer and what the organisation provides to help them perform the given role.

A standard template should be developed which can be used by all departments or for all emergency volunteer positions. Such templates provide a standard, consistent approach and save time that would otherwise be needed to create each volunteer role within the organisation.



The job description should be comprehensive, clear and simple.

The job description contains:

<b>Job title</b>	<i>The volunteer should understand from the job title what role s/he will perform for the organisation</i>
<b>Job description</b>	<i>Description of the position with respect to goals which the organisation wants to achieve and to the outputs for beneficiaries or the community</i>
<b>Place of work</b>	<i>The place/location where the volunteer will perform the work</i>
<b>Responsibilities</b>	<i>Key activities (in bullets) the organisation expects the volunteer to perform in the given position</i>
<b>Qualification criteria</b>	<i>Required knowledge, skills, experience and qualification – list only the necessary preconditions for performing the described activities</i>
<b>Person in charge/ Line manager</b>	<i>Name of the employee of Caritas who will be responsible for the volunteer and who will provide the volunteer with support</i>
<b>Working hours</b>	<i>Number of required days/hours per week</i>
<b>Length of the volunteer role</b>	<i>Number of days/weeks/months, and/or a commencement date and termination date</i>
<b>Required trainings</b>	<i>List of trainings the volunteer must complete for the given position</i>
<b>Equipment and support</b>	<i>Everything the volunteer will have at his or her disposal – tools and aids, IT equipment, workplace insurance, transportation, reimbursement of other costs etc.</i>
<b>Date of job description preparation/revision</b>	<i>dd-mm-yyyy</i>
<b>Prepared by</b>	<i>First name, middle name, surname, signature</i>
<b>Approved by</b>	<i>First name, middle name, surname, signature</i>

*Annex no. 9 – Volunteer job description - Volunteer Coordinator assistant*

## 2.6.4 Volunteer files and database

Caritas should create a file for each volunteer who signs a volunteer agreement with Caritas. The system should be created and managed by the Volunteer Coordinator or the Emergency Coordinator. An electronic and/or paper system may be used. The purpose of the filing system is to store records. This will include: completed volunteer questionnaire, the volunteer agreement, signed codes of conduct and policies, criminal record checks (where relevant), records of performed participation in trainings, monitoring and supervision, reports etc. Records should be maintained confidentially and in compliance with relevant legislation on personal data – as with all employee records.

### *Annex no. 10 – Electronic records of human resources for emergencies*

A database of volunteers can also be established and maintained to act as a human resources pool in case an emergency occurs and volunteers are needed to support the emergency assistance and interventions. The database will list each available/engaged volunteer, detailing their background, skills, availability etc. The database can be kept on national, regional and/or local levels as appropriate.

## 2.6.5 Exit evaluation questionnaire

To collect feedback from volunteers on their emergency volunteering work with Caritas an exit evaluation questionnaire should be developed as part of the preparations for working with volunteers. The questionnaire and process can be developed by the Volunteer Coordinator or other assigned person.

The aim of the evaluation questionnaire is to collect feedback from the volunteer on their experience with Caritas in terms of processes and support received to deliver their volunteer role. The feedback questionnaire seeks to support the volunteer to identify strengths and weaknesses in relation to delivery of the volunteer role – both the organisation's and his/her own. The exit evaluation questionnaire should be used in organisational learning and development as one of the tools to improve the quality of work and processes related to volunteering in emergencies.

Examples of questions to be used in Exit Evaluation Questionnaire:

- Were you sufficiently acquainted with the organisation, the activity under your responsibility and with the practical matters related to performing your volunteer role effectively?
- Did you know who the Volunteer Coordinator was and who the person in charge assigned to you was?
- Was sufficient support provided to you throughout completion of your volunteer role? Did you receive adequate supervision?
- Were you provided with all the necessary work and personal aids to perform your role?
- Were your working hours acceptable with a balance between work and rest?
- Did any extraordinary, difficult or unacceptable circumstances emerge during your work?
- Were you satisfied with/ were your expectations met in terms of the volunteer role undertaken, preparations for work and organisation to deliver the role?
- Would you consider working with the organisation again in the future – as either a volunteer or employee?
- Space for the volunteers own comments, observations, suggestions of improvement, praise and/or criticism. Is there anything else that you would like to share in relation to your volunteer work with Caritas?

The Volunteer Coordinator or other assigned person should ensure that each volunteer completes the exit evaluation questionnaire at completion of their volunteer role. The content of exit evaluation questionnaires should be reviewed and compiled and action should be taken based on learning from the feedback.

### *Annex no. 11 – Volunteer's exit evaluation questionnaire*



### 3. VOLUNTEER MANAGEMENT

The preparatory work described above in the chapter 2, once completed ensures that Caritas has the system in place for volunteering. At this point, the Volunteer Coordinator can focus on recruitment and other steps of volunteer management.



#### 3.1 Recruitment of volunteers

Volunteer recruitment refers to the overall process of attracting, selecting and appointing suitable persons for unpaid volunteer positions within an organisation.

Caritas is a well-known organisation providing large scale services and activities to people in need – including emergency humanitarian assistance and interventions. Some potential volunteers will directly approach Caritas organisations themselves, because they are aware of Caritas and want to volunteer their time and/or services. More often Caritas organisations will need to approach the public to attract people to become Caritas volunteers. Caritas organisations can also develop and advertise specific volunteer positions.

In relation to emergency response, there will likely be two main groups of volunteers:

- Existing volunteers involved in Caritas services and activities on a long-term basis. These are individuals who are recruited, orientated and trained before the emergency occurs – on stand-by for engagement;
- Individuals who approach Caritas themselves/or Caritas approaches when a major emergency strikes. Known as 'ad hoc' volunteers, they are new to Caritas and are not yet selected, orientated or trained. An adjusted 'rapid' process for recruitment, orientation and training can be followed if required due to the emergency situation and urgent needs.

Approaching and selection of volunteers will be based on recruitment and HR policies in a given country; however, it should take place only when Caritas has completed all the preparation steps and volunteers' roles and numbers are clear.

##### 3.1.1 Approaching volunteers

Caritas organisations (local, diocesan or national) will approach volunteers themselves, under management of the Volunteer Coordinator in cooperation with the Emergency Coordinator - who is in charge of the emergency response management. The number and ways in which potential volunteers are approached should depend on the defined volunteer roles required.

Whilst the groups to be approached will depend on the required volunteer roles, the following are examples of groups that could be approached to support Caritas through voluntary roles during emergencies:

- current and former Caritas volunteers - that are currently or were previously involved in Caritas services and activities or volunteer centres;
- students or other current or previous interns in Caritas;
- family members of employees - many of whom already help and support Caritas;
- priests, pastoral assistants and lay theologians;

- experts who provide specific services (IT experts, graphic designers, photographers, lawyers, psychologists, social workers, engineers etc.);
- individuals from public, institutions, administrations, companies.

## Approaching techniques

There are many techniques available and a plan should be defined by the Volunteer Coordinator with the Emergency Coordinator based on the required volunteer types, numbers and volunteering durations

The following provides a list of example approaching/recruitment methods:

- Caritas database – a pool of current and former volunteers and employees
  - fast to use
  - good success, quick response
  - trained and orientated volunteers
- online advertisement – including Caritas websites, volunteering sites, NGO/humanitarian job advertisement sites, classified advertising sites, and social media
  - focused on internet users, mostly young people
  - wide reach
  - target specific skill sets
  - high success rate, quick response
- local press, radio and TV broadcast
  - aimed at general public
  - high success rate, quick response
- schools/colleges/universities
  - focused on students
  - high success rate, quick response
- regional groups and organisations – e.g. boy scouts
  - high success rate, quick response
- companies and institutions
  - focused on employees through 'corporate volunteering'
- notice boards, posters
  - aimed at general public
  - continuous response, fluctuating success
- recruitment drives at events: concerts, exhibitions, fairs
  - in the case of an ongoing emergency, participants at the events could be approached directly and asked to provide voluntary help.
  - overall more suitable to non-emergency volunteering
- personal contact
  - targeted approaching
  - relatively good success rate for specific individual volunteer posts

### 3.1.2 Selection of volunteers

Matching potential volunteers to work positions is essential to delivering an effective emergency response. The goal of the selection process is to get the right volunteer into the right position. Having clearly defined volunteer roles is an essential pre-condition to volunteer selection. The below process can be used to appoint volunteers to specific posts and to appoint volunteers in preparedness for an emergency response (i.e. in advance of an emergency).

#### Initial selection

Step 1: the volunteer questionnaires and CV of applicants/potential volunteers is used to perform the initial selection of candidates for the set positions. At this stage, the candidate can be contacted by phone or email to ask for more information if needed.

Step 2: a short list of potential volunteer candidates are invited for interview for a specific volunteer position.

Remaining candidates will either be offered an alternative volunteer position in the organisation or are thanked for their interest and informed that they were not selected for the available volunteer position.

The initial selection helps save time of the Caritas worker responsible for interviews with candidates.

## Interview

As with any recruitment, interviews are an essential part of the volunteer selection process and should be prioritised. Where volunteers are recruited prior to emergency onset, interviews must be mandatory. Where volunteers are recruited in the acute phase of during an emergency, interviews may be challenging due to time restriction, however, wherever feasible, they must be undertaken. Interviews ensure that the candidate has the right skills, experience and motivation for a specific volunteer role.

The interview should start with a short briefing on the organisation's vision, mission and goals and its activity in emergencies. Information should be provided on the volunteer role, and the candidate should be informed that moral integrity and a clean criminal record are required. Candidates can then be asked to speak about themselves, their motivation, skills, experience and expectations in relation to the defined volunteer role.

Questions directly relating to the nature of working during an emergency response should be included as a central part of the interview. For example if the candidate is ready, and able to:

- take part in any necessary training in the preparatory stage;
- be called to work during emergencies;
- be available through the duration of the defined emergency volunteer role;
- work longer shifts and under potentially stressful conditions?

Normal interview best practice applies for volunteer selection. For example, interviews should be conducted in a quiet place where the process will not be disturbed; the interview should be scheduled for a specific time and date – allowing both the interviewer and interviewed to prepare; the interview duration should be set and be appropriate to the role; a set list of open questions should be used for all interviews for a given role, suggestive questions should be avoided; candidates should be treated with respect and informed of the next steps at completion of the interview.

Interviews may be conducted face-to-face, by phone or online – for example by using Skype.

Once Caritas has evaluated the interview, it will inform the selected candidate of the result and will proceed to verify suitability via references and criminal record checks. Criminal record checks can be done either by submitting a check to the authorities, requesting a criminal record extract from the volunteer or by a sworn declaration submitted by the candidate – depending on the country context and role.

The final step is informing those that were not selected, and thanking them for their participation and interest.

### **3.1.2.1 Selection arrangement of 'ad hoc' volunteers**

In the immediate aftermath of a major emergency Caritas may need to rapidly appoint large numbers of volunteers to be able to rapidly scale up the delivery of assistance and intervention. In these circumstances many 'ad hoc' volunteers might approach Caritas. Under these circumstances, a rapid process of volunteer's assessment and selection is required.

The Volunteer Coordinator, or another authorised person, can use the list below to assess each potential 'ad hoc' volunteer:

- what kind of activity the volunteer is ready and able to perform – based on the required volunteer roles identified by Caritas;
- when and for how long the volunteer is available;

- what equipment the volunteer has at his or her disposal;
- potential health or other limitations;
- whether the volunteer is insured (health, accident, damage liability) and vaccinated
- whether the volunteer has a criminal record;
- other information important for performing the work (language skills, driving license, professional knowledge etc.);
- the motivation of the person for volunteering;
- first name, middle name, surname, contact information and other information needed for the file, and potential volunteer agreement and insurance provision by Caritas.

The coordinator or another authorised person then evaluates information obtained and selects and assigns volunteers to designated positions. The candidates are informed about the results and those not selected are thanked for their interest.

### 3.1.3 Administrative arrangements

After the completion of the selection process, Caritas will sign a volunteer agreement with selected candidates (chapter 2.6.2) and complete the other initial administrative processes including: overview and signing of the volunteer code of conduct, job description, and data management related to maintenance of volunteer files.

By signing these documents, the volunteers attest that they have understood the rights and responsibilities they have and that they are aware of their role and expected conduct throughout emergency volunteering with Caritas.

## 3.2 Orientation and Training

Initial orientation and training prepares volunteers to perform their duties efficiently and effectively. Volunteers who understand both the organisation and what is expected of them are able to deliver their role better and feel satisfied by supporting Caritas to serve those in need.

### 3.2.1 Orientation

A clear orientation schedule should be developed, including all the topics to be covered and the lead person for each topic. The schedule should include introduction to Caritas staff members – individual or in a team meeting. Where this is not possible for operational reasons or due to lack of time at the onset of an emergency, volunteers must be introduced to their line manager and immediate team. The orientation will include the general topics – relevant to all Caritas volunteers, and the tailored topics specific to the volunteer role. An orientation binder/folder can be prepared to support orientation on general topics. At the same time, it is necessary to inform Caritas workers about the volunteer role/activities in a timely manner.

#### General topics

Orientation on the Caritas mission, activities, organisational structure, staff codes of conduct and relevant organisational policies – such as the safety and security, administrative, occupational safety and health protection policies. Emergency volunteers must also be orientated on humanitarian principles and standards. Volunteers should also be shown the offices/ physical premises where they will work.

#### Special part

The coordinator will orientate the volunteers on their specific role in emergencies, the place and time of their work (or in the case of emergency preparedness – the anticipated timings), any set deliverables/outputs, the system of supervision and support, the team that they will work with, and, their administrative responsibilities.

#### Online introduction

In the case of online volunteering (chapter 1.3.1), the Volunteer Coordinator will orientate volunteers through online (e.g. Skype) meetings and through the provision of orientation materials to review – shared online or via email.



### Example Topics for Volunteers Orientation

- Vision, mission and values of Caritas
- Humanitarian principles and standards
- Code of Conduct for volunteers
- Legal framework – volunteer agreement
- Rules and Regulations for volunteers
- Safety, security, insurance, liability
- Introduction to programmes and projects
- Office tour
- Introduction to the staff and leadership

### 3.2.2 Training

As with staff members, volunteers need the necessary training - theoretical and/or practical – to deliver the tasks expected under their volunteer role. Training may be provided by Caritas either at the beginning of the cooperation or as part of the volunteers' development during the volunteer agreement. Volunteers are always entitled to basic training pertaining to their role.

The Volunteer Coordinator should track and manage volunteer training, ensuring that each volunteer receives the basic training on CI Code of Ethics and Code of Conduct<sup>12</sup>, volunteer rights and responsibilities, volunteers' code of conduct, accountability, and gender as a minimum, whilst other training needs should be assessed and a training plan developed.

For employees and long-term volunteers, Caritas can offer specialised trainings as part of emergency preparedness. These training are intended to enable Caritas employees and long-term volunteers to be prepared to perform emergency response roles professionally at the onset of an emergency:

- Management and coordination in emergencies;
- Social field work in emergencies;
- Psychological first aid in emergencies;
- How to work with volunteers in emergencies.

Caritas will record the trainings completed by volunteers in their file (chapter 2.6.4) and in the volunteer database. This data provides an overview of the volunteer training and development.

### 3.3 Involvement and monitoring

Following an emergency, the Caritas director will make a decision on the organisation's response. Once a decision to respond is issued and the provision of aid has commenced, several activities take place simultaneously in the acute phase. The emergency coordinator ensures they are completed, in time, by Caritas staff. Activities are interconnected and influence each another, as such, there is no exact order of the activities and it might not be necessary to perform some activities, depending on the location and type of emergency. Examples of activities at the onset of an emergency include:

- Monitoring of the situation;
- Assessing and specifying the immediate needs of the affected persons;
- Making decisions on needs that Caritas can/will respond to;
- Designing assistance and interventions to meet the assessed immediate needs of affected populations;
- Defining response human resource needs;
- Disbursement of funds;
- Establishing material collections/appeal;
- Establishing a financial collection/appeal;
- Setting up a telephone line / emergency line / line of spiritual help;

<sup>12</sup> Caritas Internationalis Code of Ethics and Code of Conduct for Staff, Rome, May 2014, online: <https://www.caritas.org/includes/pdf/CodesEthicsConduct.pdf>



- Requesting assistance of other Caritas organisations (local, diocesan, national, international);
- Approaching donors – companies /municipalities /organisations and asking for cooperation;
- Coordination;
- Proposal development;
- Reporting;
- Issuing of press releases / holding of press conferences;
- Updating of the website and information for the affected populations;
- Self-care.

The emergency coordinator plans the above activities in terms of individual steps and tasks and ensures their completion, which includes ensuring that human resources are allocated to them. This is the moment when long-term volunteers trained in certain activities in the preparatory stage who are now available can be deployed. It is also the time that ad-hoc volunteers will likely start to spontaneously approach Caritas offering their help.

The Volunteer Coordinator activates the trained volunteers and ensures that they get involved as requested, be it for office work (e.g. administration, answering phone calls, providing information etc.) or for field work (e.g. receiving of material aid, distribution of humanitarian aid, conducting social surveys/needs assessments, making photographs for documentation and communication purposes etc.)

The Volunteer Coordinator makes sure that volunteers are:

- informed about the emergency, the current situation, and the involvement of Caritas;
- informed about the role assigned to him or her including the job description (see chapters 2.4.2 and 2.6.3);
- informed about the place of work, including relevant maps in case of fieldwork;
- informed about the working hours, breaks and satisfaction of personal needs;
- informed about the name and contact information of the direct superior / person in charge;
- informed about the rules of communication and information transfer;
- informed about the cultural and ethnic specifics of people's behaviour in the country / region;
- acquainted with the persons in his or her team (applicable to head of Caritas teams);
- equipped for the work (chapter 2.4.3);
- clearly and unmistakably identified as a Caritas volunteer;
- insured and vaccinated (applies mostly to field work).

The Volunteer Coordinator should also monitor the needs of volunteers and ensure that systems, processes and people are in place to meet them. For example:

VOLUNTEER'S NEED	SATISFACTION OF THE NEED
instructions from managers, coordination, up-to-date information	<i>team meetings and briefings, line manager meetings, volunteer coordinator meetings</i>
hunger, thirst	<i>food and drink - availability and breaks</i>
hygiene, Caritas clothing	<i>personal hygienic items, toilet, shower, changing areas, issue of Caritas clothing</i>
rest, sleep	<i>quiet safe place, bed, blankets</i>
sharing of experience and problems	<i>regular one-on-one meeting with the line manager, scheduled supervision, defusing, debriefings</i>
first aid and health	<i>first aid kit, recommended doctor and hospital contact, psychologist</i>
safety and security	<i>briefed on the organisational safety and security policy</i>

The volunteer shall always and as soon as possible inform the coordinator or another authorised person about:

- any changes to availability and working hours/durations;
- any changes to work duties or location;
- circumstances/events that may have an impact on the performance of the work (health condition, personal problems, injury, illness, stress, malfunctioning equipment, unsuitable work tools etc.);
- inability or problems in performing the assigned role.

Where work requires working in teams – for example clean-up work, social surveys/needs assessments, distributions etc., Caritas will always ensure that at least one team member is a Caritas employee or a long-term volunteer, who has experience with work – this person will be given the role of team leader.

Each day, the Volunteer Coordinator or other authorised person will monitor and evaluate volunteer activities, together with the volunteers, and will plan their activities for the following day. The coordinator will establish:

- whether the provided aid / performed work was adequate;
- whether enough material and (human) resources (i.e. volunteers) were available for the work;
- whether it is necessary to continue with the aid / work;
- how the cooperation with the affected persons / other NGOs / local government went;
- whether any problems or situation occurred that are necessary to resolve;
- whether the volunteers are satisfied and how they are feeling;
- whether the volunteer's condition (both health and mental) are good;
- other relevant information from the field / volunteer suggestions.

Volunteers are not only a source of information for the Volunteer Coordinator, they are also the coordinator's partner in evaluating and planning further steps. This is motivating for volunteers and essential as opinions and suggestions will help the coordinator react to the situation and tailor approaches to needs.

The Volunteer Coordinator or another authorised person keeps records on volunteer engagement, including work and the number of hours spent on the work – a volunteer timesheet can be used to support these records.

*Annex no. 12 – Volunteer timesheet*

## 3.4 Support and Supervision

Work in the initial onset of an emergency often requires great commitment from all the parties involved, work can be exhausting and stressful. It is therefore necessary that Caritas supports emergency volunteers.

### 3.4.1 Defusing

Defusing is a private, spontaneous and relaxing interview or conversation. Whenever work becomes too strenuous, be it in the office or in the field, the coordinator will make sure there is time and space for defusing. Defusing gives space to talk about the difficult situation just experienced. It is an opportunity to express immediate emotions and feelings, to get rid of the tension and to receive support. Defusing is done with somebody who the person knows and respects: with a colleague, friend, or a family member.

### 3.4.2 Debriefing

A debriefing, is a conversation-based group meeting, in which the situation is analysed. It is used for obtaining important information from the field in relation to what happened during the performance of work, which is then analysed, and debriefing participants have the opportunity

to share their reactions. From a psychological perspective, debriefings can prevent the built up of anxiety in volunteers as issues and concerns are shared. It also helps solve the issues that emerged and prevents development of misunderstandings.

### 3.4.3 Supervision

Supervision is an integral part of working with volunteers. Supervision can be defined as professional observation, coaching, support, help and feedback to reflect taking place in a safe and friendly environment. Supervision provides an opportunity to reflect, the aim of which is to develop the skills needed for working in emergencies, strengthen relationships in the work team and find solutions to problems that arise. During supervision, volunteers will not only get the necessary information, but also assurance and support to perform their work role.

Supervision also has the purpose of maintaining volunteer motivation, and it provides a place, time and opportunity for the coordinator to address potential issues that may occur as a result of the contact between the volunteer and other workers, volunteers, and affected persons.

Supervision may be either individual or group-based. Minutes should be taken from supervision meetings, to document agreed actions and capture potential problems identified and serve as feedback for the coordinator and the supervisor.

## 3.5 Motivation and Appreciation



Understanding volunteers' motivation and remaining sensitive to their needs is essential to volunteer retention and delivering successful programs with volunteer support.

Reasons for volunteering can differ and personal motivations can change over time. The coordinator should determine the motivating element specific to each volunteer through regular and open communication. At the same time it is essential to acknowledge the work that volunteers do within Caritas organisations. Acknowledgement and appreciations helps to keep volunteers motivated and supports their continued volunteering with Caritas.

The following list provides suggestions for Volunteer Coordinators and Caritas management on how to motivate, appreciate and retain volunteers:

- Regularly sharing new developments in the program, the organisation, and the field;
- Periodically soliciting volunteer's suggestions about the program;
- Finding out what volunteers likes most about their volunteer role and, if necessary, moving them to a position that includes more of what they enjoy/are skilled at;
- Promoting exceptional volunteers to more responsible positions, consider the possibility for a 'career path' at the Caritas organisation where a volunteer recruited for the emergency might become a volunteer for a sustained or long-term role;
- Creating a joyful working atmosphere;
- Listening to volunteers and considering their opinion;
- Providing constant support and acknowledgement;
- Ensuring their basic needs are met;
- Providing decent food, transportation, accommodation and logistics facilities;
- Telling volunteers that their efforts are important – extending thanks for donated time; energy, and expertise;
- Praising individual volunteers, as well as the group;
- writing personal appreciation letters to individual or groups of volunteers;
- issuing of a certificate recommendation;
- celebration of personal events – birthdays, achievements etc;
- celebrating anniversaries and seasonal holidays throughout the year;
- including volunteers in various meetings – e.g. informal meetings of Caritas volunteers and employees, annual team meetings, programme completion meetings etc;

- free-of-charge participation at events organised by Caritas;
- nomination for various volunteering prizes;
- mentioning in the annual report;
- presentation of volunteers and their work in media;
- offering professional development for volunteers.

There are many ways to motivate and show appreciation for volunteers. Approaches used depend on available resources, the coordinator's creativity and on the extent of focus on volunteers.

*Annex no. 13 – 101 ways to motivate volunteers*

### 3.6 Volunteer Programme Evaluation

Evaluation is an important part of a volunteer programme. It is necessary to ensure the development of volunteer programmes and volunteers to increase the quality of volunteering. Evaluation seeks to assess how successful the volunteering programme was and what its weaknesses were. Evaluation will also gather suggestions and propose improvements.



Evaluation is a rigorous and independent assessment of either completed or on-going activities to determine the extent to which they are achieving stated objectives and contributing to decision making.<sup>13</sup>

An evaluation can be carried out either by the organisation itself – known as an internal evaluation – or by an independent expert – known as an external evaluation. The type of evaluation selected will depend on project commitments, resources available and the needs of an organisation. Evaluations should contain:

- Quantitative assessment (number of volunteers involved, number of hours / days of work, number of trainings and supervision, number of roles / filled positions, etc.)
- Qualitative assessment (evaluation of the volunteers work by the affected persons, Caritas employees, local government etc. in terms of quality, effectiveness, added value etc.)

An evaluation questionnaire to be completed by volunteers themselves (chapter 2.6.5) forms part of evaluation.

The results of volunteer programme evaluations should be used to adjust and improve volunteer programmes.

<sup>13</sup> Handbook on planning, monitoring and evaluating for development results, UNDP 2009, online <http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf>

## 4. RISK MANAGEMENT

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 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.

### 4.1 Areas of risk

#### **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 insure

- 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 and days and is unable to adapt to a volunteers situation, it will likely lose the volunteer.

### 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.

## LIST OF ANNEXES

Annex no. 1 – Caritas concept document

Annex no. 2 – Internal guidelines

Annex no. 3 – Volunteer Code of Conduct

Annex no. 4 – List of material resources

Annex no. 5 – Handover of material resources to volunteer

Annex no. 6 – List of assistance, capacities and means

Annex no. 7 – Volunteer questionnaire in emergencies

Annex no. 8 – Volunteer Agreement

Annex no. 8a – Declaration of no criminal records and other important circumstances

Annex no. 8b – Declaration of confidentiality

Annex no. 9 – Volunteer job description - Volunteer Coordinator assistant

Annex no. 10 – Electronic records of human resources for emergencies

Annex no. 11 – Volunteer's exit evaluation questionnaire

Annex no. 12 – Volunteer timesheet

Annex no. 13 – 101 ways to motivate volunteers

Annex no. 14 – Documents and arrangements in place

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

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ Business IN ]

LOGO OF ORGANIZATION

### VOLUNTEERING IN [CARITAS] – concept for 2012–2014

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

## 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:

COORDINATION ACTIVITY					
Specification	Measurability	Acceptance., Feasibility	Deadline	Person	
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 methodology 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, re-evaluate 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 ]	
Funding	Devote a service in church to Caritas (at least once year on St. Vincent's day)  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 ]	
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 accreditation by 12/2014  Volunteering in cooperation with UB City Hall ( tutoring, free time activities for children  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)		3/2015  12/2016	[ person responsible ]  [ person responsible ]	
			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.) 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 (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	05/2015 9/2014	person responsible ]
		11/2014	[ person responsible ]
		2/2015	
		11/2014	
		07/2015	[ person responsible ]
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 whether it should be mandatory to do the voluntary work wearing a Caritas	12/2014 Ongoing	[ person responsible ]



				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 it is needed, insurance etc. Care about volunteers outside accredited programme or without a written contract		
PR	<b>Voluntary work performed by employees</b>		10/2015	[ person responsible ]		
	<b>Leaflets</b>		09/2014	[ person responsible ]		
	<b>Web, Social networking sites (Facebook, G+)</b>		07/2014	[ person responsible ]		
	<b>Presentations</b>		12/2014 ongoing	[ person responsible ]		

# **RULES FOR THE TRAINING OF PERSONS THAT DO NOT HAVE AN EMPLOYMENT CONTRACT WITH CARITAS UHERSKÝ BROD**

## **I. Volunteers**

In our organisation, we consider volunteers to be such persons who perform work in Local Caritas Uherský Brod from their own will, in their free time, and without any claim to financial compensation.

A volunteer, who is not an employee in terms of labour regulations, has to comply with the relevant provisions of the Labour Code when working for Local Caritas Uherský Brod (LC UB), irrespective whether the person joins the social services under an accredited regime pursuant to Act no. 198/2002 Coll., On Voluntary Service, or whether volunteering is organised outside the scope of this legal act. A volunteers' coordinator of LC UB is tasked with keeping records on all volunteers.

The "STOPA" volunteering programme is accredited with the Ministry of Interior of the CR, and has the following three sections:

### **• Emergencies – Volunteers in Emergencies**

Our local Caritas started cooperation with the Fire Brigade of the Zlín Region under an agreement to provide aid when requested. In this case, volunteers actively support aid that is already being provided, mainly through manual works (removing plaster from walls, filling sacks with sand, distribution of small-scale material aid, clean-up of material deposited by floods etc.), administrative support (help in keeping records on the provided aid), humanitarian aid (distribution of aid in the affected municipalities and households), and psychosocial aid (after completing the relevant training).

### **• Doing It Better**

Volunteers can contribute to the increase in the quality of social services provided by our organisation. Among the things that we can "do better" are, inter alia, reading to clients of our facilities, going for walks with them, helping them to spend their free time, or a possibility to keep company to those who feel lonely. In this case, volunteers attend the individual centres or households of clients of field services. For example, one of the facilities we operate is an asylum home for mothers and children in need, where volunteers can come and help mothers and children to spend their free time, help the children with school, or get otherwise involved in one-time events organised by this facility. The Therapeutic Workshop is another such facility, where volunteers can help in various activities or by accompanying the clients to events. In each of these facilities, volunteers are trained on occupational hazards and safety rules and on the fundamentals of working with the target group of each facility. The extent and frequency of voluntary work are planned in close cooperation with the facility's target group, so as to correspond with both the targets and mission of the facility and of the volunteers' centre.

### **• One-time Involvement**

The volunteers' coordinator maintains a list of volunteers for one-time or short-term activities. The list includes persons who do not want to be involved in long-term volunteering, but who would be happy to help with one-time or short-term activities. The Three Kings Collection, Christmas and St. Nicholas' day events, Caritas ball, cleaning (after various events held at the facilities or for the public – board games tournaments, Christmas workshops, balls etc.), carnival, screening, Days of Caritas etc.

If a volunteer cannot be registered under any of the three programmes, the volunteer's voluntary service can be recorded outside an accredited regime (after an agreement with the volunteers' coordinator). However, the same requirements apply to accepting these volunteers and for their work.

### **CRITERIA OF SELECTION OF VOLUNTEERS:**

- at least 15 years of age
- positive approach to people
- desire to help
- conscientiousness, decency, patience, reliability
- interview with the volunteers' coordinator to find suitable area of voluntary work
- filling in of a volunteer's file (annex no. 1)
- Signing of a sworn declaration of having no infectious diseases and clear criminal record (annex no.2)
- signing of a non-disclosure agreement (annex no.3)

It is necessary to communicate the position of volunteers openly within the organisation to help employees understand that volunteers are not just "unpaid workers". It is important to involve volunteers in the organisation's environment so that they receive necessary support and become part of this environment, instead of being taken as a means of cost-cutting.

"Person in charge" is the head of the facility or service or another worker authorised by the director of LC UB.

### **DUTIES OF THE PERSON IN CHARGE OF VOLUNTEER'S TRAINING:**

- To acquaint the volunteer with the facility or the service, or assign this task to another employee.
- To inform volunteers about their role, i.e. with what is expected and required from them.
- Provide support to the volunteer.
- Train the volunteer in work and fire safety rules and then in the specific tasks the volunteer is going to perform.
- Establish rules (when and where the volunteer is to work – start of work, breaks, making up for the volunteer's absence etc.).
- Record the volunteer's attendance in the "Volunteer's Timesheet" (Annex no 4).
- Provide sufficient and timely information.
- Provide necessary protective equipment and tools.
- Make sure that support facilities are available, acquaint the volunteer with these facilities.
- Ensure conditions suitable for the volunteer's activity.
- Make the volunteer aware of the fact that he or she provides a layman's aid, i.e. is not an expert in the field.

The preparatory stage should be sufficiently long to enable volunteers to get basic orientation needed for their future work and to get acquainted with potential complications and with whom to solve them.

### **VOLUNTEER'S OBLIGATIONS:**

- Perform the tasks the volunteer has undertaken
- Follow the instructions of the person in charge
- Excuse and explain one's absence to the person in charge in time
- Be reliable
- Do not abuse the trust the organisation has in the volunteer
- Know and take into consideration one's own limits (in terms of time, health etc.)
- Be a "team player"
- Do not disclose any confidential information
- Identify with the mission of OC OB and present this mission to the public accordingly

**Under no circumstances does the volunteer represent medical staff. Volunteers do not have access to the clients' medical records, they do not have the right to share information about the client's medical condition, handle medication and medical supplies, unless the volunteer has appropriate medical education or training and has been authorised by a senior employee to do so.**

### **VOLUNTEER'S RIGHTS:**

- Right to obtain information about the mission and activities of LC UB.
- Right to obtain information about the work to be performed by the volunteer, including the work's content and time it is going to take.
- Right to do such work which will meet the volunteer's expectations, if it is possible for LC UB to arrange this for the volunteer.
- Right to contact and cooperate with the person who assigns work to the volunteer and receives the results of that work.
- Right to be trained, both theoretically and practically.
- Right to be supervised within the team (meetings at which the volunteer can share the feelings and experience, success and failures).
- Right to say "no" if the activity to be performed by the volunteer does not align with the interests and skills of the volunteer.
- Right to know whether the work performed was effective – possibility to take part in the evaluation process.
- Right to receive moral reward for well done work.
- Right to be insured against liability for damage over the period of voluntary work.
- To receive upon request a certificate of voluntary work from the volunteers' coordinator, where the time spent doing the voluntary work and the type of this work will be stated.

### **COURSE OF VOLUNTARY WORK, PREPARATION:**

The applicant will arrange a meeting with the volunteer's coordinator. At this meeting, the persons interested in volunteering will be informed about the content and form of the potential voluntary work. The applicants will then consider whether they want to do the voluntary work, and the coordinator will answer the potential question. If both parties think that it would be good to conclude an agreement to perform voluntary work, the volunteer will be acquainted with the content of the agreement, with the Code of the Volunteer, and the Sworn Declaration, and both parties will execute all the documents. Upon the signature of the agreement, initial training is provided to the volunteer, covering areas such as communication with the client, confidentiality, ethical rules, work safety, and Personal Data Protection Act no.101/2001 Coll. The volunteer's coordinator signs the agreement with the volunteer on behalf of the organisation.

The volunteer will obtain more detailed training and other necessary information from the person in charge of hiring volunteers. Further education of volunteers will be secured through a common training, which takes place as appropriate; however, at least twice a year. If volunteers show interest, a weekend event focused on motivating and educating of volunteers may be organised. Generally, the coordinator of the volunteer's centre takes care about education of volunteers, and the areas of training are selected based on the current needs (suggestions of volunteers, facilities that hire the volunteers, and of the coordinator). Especially, attention is paid to areas such as communication, awareness about Caritas and its activities, and legislation related to volunteering.

Volunteers consult the voluntary work itself with employees of the individual facilities or with the volunteer's coordinator. Volunteers may take part (if it is in the interest of the volunteer or of the service provided) in group supervision sessions, evaluation meetings/surveys or case studies.

Also – depending on the organisation's possibilities – volunteers are allowed to take part in other training over the course of their voluntary work, either with internal or external trainers (trainings in communication, motivational interviews, quality standards etc.)

For volunteers in emergencies, it is mandatory to complete trainings on work safety, first aid, and social field work. If circumstances allow for it, it will be also possible to take training on psychosocial care.

The trainings will be delivered by trainers available at the moment, who need to be approved by the coordinator and manager of educational projects.

### **PROVIDING OF FOOD AND ACCOMMODATION:**

If the voluntary service takes more than 4.5 hours a day, we provide the volunteer with lunch from our canteen. At the trainings and supervision meetings, small refreshment is provided – provision of full meals is exceptional, and must be agreed and approved by a senior employee.

In emergencies, the coordinator of the volunteers' team is responsible for provision of food in cooperation with the emergency coordinator. The food is provided at the place of work at least once in 4 hours, and it can be either transported from LC UB, provided by local organisations, or be in the form of packed food.

Volunteers live in the Uherský Brod region, where the individual facilities for which the voluntary work is performed are located. No accommodation is thus normally provided. In exceptional cases, especially when working in remote locations, accommodation can be arranged after the agreement and approval by a senior employee.

In emergencies, the coordinator of the volunteers' team is responsible for the provision of accommodation. Accommodation will be provided when needed after an agreement with the emergency team coordinator or person in charge in the affected location.

### **WORKING HOURS AND RESTING TIME:**

The working hours of volunteers are provided for by the Labour Code. Short-time voluntary work (the header of the Agreement to Perform Voluntary Work states whether the volunteer is a short-term or a long-term volunteer) takes at most 3 months of the date of the contract conclusion, and these volunteers do not work more than 20 hours a week. Long-term volunteers work as they find appropriate and in accordance with how much they are needed in the service/at the event. However, they typically work the standard number of hours a week, i.e. 40. The volunteers' work is always organised around the date of the event or agreed attendance.

Same working hours apply to volunteers' teams in emergencies – i.e., 20 hours a week for a short-term volunteer and 40 hours a week for a long-term volunteer. Volunteers are allowed to rest whenever they need to, and they are not allowed to work for more than 12 hours without rest (short rest after each 4-6 hours). The coordinator of the volunteer's team in emergencies coordinates the volunteers in cooperation with the coordinator for emergencies.

### **REASONS FOR TERMINATION OF THE VOLUNTEERING ACTIVITY:**

1. violation of the agreement
2. non-compliance with provisions of labour law
3. unreliability (for instance, the volunteer repeatedly does not keep deadlines or shows up late)
4. theft, intentional destruction of equipment
5. incapability to do the work (the volunteer repeatedly fails to perform the required tasks, behaves improperly towards clients, the volunteer's working pace slows the others down etc.)
6. breach of confidentiality

Principles of appreciating volunteers:

- ▶ *show gratitude often*
- ▶ *be honest*
- ▶ *show that you are satisfied with the person – i.e. the volunteer – not only with the person's work*
- ▶ *remember that appreciation should be in line with results*
- ▶ *show same or similar kind of appreciation for same results*
- ▶ *pay greater attention to those results which the volunteer is proud of*

**Volunteers may help employees with routine work or, on the other hand, provide work in higher quality, which the professional staff are unable to deliver to client due to their work load.**

## **II. Interns**

Persons doing internships ("interns") are accepted on the basis of an agreement or a contract on internship concluded between their organisation (school, university) and LC UB. The director of LC UB decides whether to accept the intern upon recommendation of the head of the service or the head's deputy.

- The head of the service or other authorised worker supervises the intern.
- Interns never work alone.
- It is the duty of the head of the service to train the intern in work safety and fire protection before the internship is commenced.
- Before the commencement of the internship, interns must attest by their signature that they completed the above trainings and sign a declaration of having no infectious diseases and a confidentiality declaration.
- Both parties (LC UB and the intern) have the rights and duties set out in the internship contract/agreement.

Upon the decision of LC UB director, students of social work, social-health services and other fields are accepted as interns.

### **JOB DESCRIPTION OF INTERNS:**

#### **a) *Field of study: Worker in Social Services***

- Provided care – cleaning of flats, shopping, lunch distribution, washing and ironing of clothes

#### **b) *Field of study:***


##### **Social Work - high school students up to 18 years of age**

- Working with computers, internet and other office technology
- Conducting interviews with the user
- Meeting minutes
- Motivating clients to become more active

##### **Social Work – university students**

- see “high school students” above
- working with social documentation
- taking part in negotiations with authorities
- taking part in negotiations with clients

#### **c) *Others upon instructions of the LC UB director or of another authorised employee***

	<b>Guideline no. 21</b>  <b>Rules for training of volunteers</b>	Oblastní charita Uherský Brod Mariánské nám. 13 688 01 Uherský Brod	
Prepared by:	[ person responsible ]		
Updated by:	[ person responsible ]		
Approved by/signature:	[ person responsible ]		
Version of the document:	04	Number of annexes:	6
Issued:	7. 3. 2014		
Effective date:	7. 3. 2014		

***On the effective date of this version of the document, the 03 version of this document, issued on 7 May 2012, is rendered ineffective.***



**ANNEX TO GUIDELINE NO. [ X ]**

**The following persons were acquainted with Guideline no. [ X ] Rules for Training of Persons That Do Not Have an Employment Contract with Caritas:**

[illegible]

### 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. 4 – List of material resources

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### **LIST OF MATERIAL RESOURCES according to the offered aid**

#### **Equipment and means common for all workers and volunteers providing any of the offered aid:**

- clothes with Caritas logo (t-shirt, polo shirt, vest, jacket – depending on the season);
- personal identification card;
- mobile / stationary phone;
- organisational chart of Caritas for emergencies including contact information;
- office supplies.

#### **Shared equipment and means necessary for the provision of certain types of offered aid:**

- camera;
- vehicles;
- desktop PCs, laptop, tablet;
- documents (contracts, forms, information);
- field backpack
  - backpack 35l-50l
  - raincoat
  - caritas t-shirt
  - sleeping bag
  - space blanket – zkontrolovat, zda je to spravny preklad pro izotermickou folii
  - headlamp or torchlight
  - first aid kit
  - disinfection gel for hands
  - latex gloves
  - 1l bottle
  - tape measure
  - pocket knife
  - string
  - duct tape
  - office equipment
  - name badge

## **Equipment and means for provision of the particular offered aid:**

basic counselling and social surveys:

- the map of the affected area and assigned location;
- folder with Caritas logo;
- social survey questionnaire;
- camera;
- hygienic, medical and disinfection package;
- food and drink package;
- field backpack (in the case of field visit that takes several days);
- basic counselling brochure (with space for adding the name of the current contact person);
- information material for the affected people (leaflets, guides and other information material
- contact information for the affected people ;

material aid:

- warehouse sheets, databases;
- documents (related to announcing and organising of collections, lending protocol, donation agreement, handover protocol etc.) ;
- vehicles.

physical aid (helping to reduce damage caused by natural disasters):

- map of the affected area and the assigned location;
- work clothes;
- personal protective equipment;
- tools;
- hygienic, medical, and disinfection package;
- food and drink package;
- field backpack (in the case of field visit that takes several days);
- documents for the affected (guides and information related to e.g. drying);
- contact information for the affected.

spiritual aid:

- hygienic, medical and disinfection package
- food and drink package
- field backpack (in the case of field visit that takes several days)
- documents for the affected (publications)
- contact information for the affected

psychological first aid (PFA), crisis intervention (CI):

- hygienic, medical and disinfection package;
- food and drink package;
- field backpack (in case of field visit that takes several days);
- contact information for the affected.

financial aid:

- permission to carry out a collection in accordance with the local law;
- collection account, collection documents, cashboxes;
- documents (related to the announcement and conducting of a collection, donation agreement, handover protocols, receipts and expenditure cash slips etc.);

provision of food and shelter:

- list of accommodation facilities with contact information;
- list of dining facilities with contact information;
- equipment needed for accommodation (mattresses, blankets, pillows, bed linen etc.);
- dining equipment (plastic dishes – plates, cutlery, cups, tea and coffee urns, napkins, disposable gloves etc.);

setting up of evacuation centres:

- hygienic, medical and disinfection package;
- field backpack (in the case of field visit that takes several days);
- material required by the entity that established the evacuation centre.

health and nursing service:

- material required by the local standards of healthcare and nursing service.

transportation of persons and material:

- personal protective equipment;
- navigation;
- personal car;
- lorry;
- specially adjusted car.

mediation of follow-up services and professional help:

- list of contracted experts and their contact information



[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

**First name and surname of the volunteer:**

Date:.....

Handed over by: Taken over by:

.....

Coordinators' signature Volunteers' signature

Annex no. 6 – List of aid, means and capacities of Carita



[ Caritas ] [ name ]  
[ Coordinator ] [ name ]  
[ Volunteers' coordinator ] [ name ]  
[ Created ] 12 January 2015  
[ Updated ] 30 June 2016

Offer	Specifications	Means and capacities / number	Human resources - number > Volunteers (V) / number	Length of engagement in days	Person in charge / contact
material aid	Organising a collection of needed items, storage and dispatch or transportation to the destination ( up to 50km), lending of dehumidifiers, pressure washers	warehouse 90 m2 – 1x, personal vehicle – 1x, van - 1x, dehumidifier –4x, pressure washer – 3x	maintenance worker = driver - 1x, V/O assistant - 1x, V/1	7	[ name ] - [ phone number ]
spiritual aid	In case of interest, a visit of the local priest of the affected person was agreed or a meeting with the priest in Caritas premises or at the parish	leaflet „What to do if someone close to me dies?“ –15x	priest - 1x, V/1	1	[ name ] - [ phone number ]
transportation	loading, transportation, and unloading of material that fits into the van (Sprinter)	van –1x	maintenance worker = driver - 1x, D/O assistant driver - 2x, D/2	1	[ name ] - [ phone number ]

## Annex no. 7 – Questionnaire for volunteers in emergencies

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### QUESTIONNAIRE FOR VOLUNTEERS IN EMERGENCIES

#### APPLICANT

Name   
Surname   
Title   
Date of birth   
Gender ☐ male ☐ female

#### Contact information

Mobile phone no.   
Email   
Other phone no./contact

#### Contact address

Region   
Street and street no.   
City   
Postcode

#### Do you have experience with working as a volunteer?

☐ no ☐ yes – where

#### Do you have experience with working as a volunteer in emergencies?

☐ no ☐ yes – specify:

**Why do you want to work as a volunteer?**

- ☐ I want to gain experience                      ☐ I want to fill my spare time
- ☐ I want to meet new people                      ☐ I want to use my specialisation
- ☐ I want to help others                      ☐ Other reason .....

**Preferred work**

- ☐ field – physical help with clean-up, moving
- ☐ field – visiting the affected and providing support
- ☐ field – social survey
- ☐ administrative work – call centre, assistance                      ☐ administrative work – data processing
- ☐ logistics – warehouse, transportation
- ☐ professional counselling
- ☐ other .....

**Length of voluntary engagement**

- ☐ long-term (1month and more)
- ☐ short-term (1 to 3 months)
- ☐ one-time (in the CR only)

**Education achieved**

- ☐ elementary                      ☐ higher vocational school                      ☐ secondary school
- ☐ vocational training                      ☐ university

**Occupation**

- ☐ student                      ☐ stay-at-home                      ☐ unemployed
- ☐ employee                      ☐ retired

**Job title (if employed)****Language skills**

..... ☐ beginner                      ☐ intermediate                      ☐ advanced

..... ☐ beginner                      ☐ intermediate                      ☐ advanced

..... ☐ beginner                      ☐ intermediate                      ☐ advanced

**Driver's license**

☐ no      ☐ yes group A – B – C – D – E – T (circle the correct option)

**Vaccination**

☐ no      ☐ yes hepatitis A – B      year   
tetanus      year   
rabies      year   
tick-borne encephalitis      year

**Completed courses****First aid**

☐ no      ☐ yes      year       organisation

**Psychological first aid**

☐ no      ☐ yes      year       organisation

**Field social work**

☐ no      0 yes      year       organisation

**Other relevant courses**

.....      year       organisation

**Are there any potential limitations affecting your voluntary work (health, personal, in terms of transport...)?**

**What is your availability?**

**What are your hobbies and interest?**

**I learned about volunteering (state how):**

**Other information you would like to share**

## References

1. Name, surname

Phone no.

2. Name, surname

Phone no.

*I hereby agree that [Caritas] will use the information stated herein in compliance with Act no. 101/2000 Coll., On Personal Data Protection only for its personal purposes and for the statistical purposes.*

In

date

.....

Volunteer's signature

***Thank you for your willingness to help and for delivering the completed questionnaire to the respective Caritas***



## Annex no. 8 – Agreement on long-term voluntary services

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### **AGREEMENT ON LONG-TERM VOLUNTARY SERVICES** **(concluded in accordance with Act No. 198/2002 Coll., On Voluntary Service)**

#### Article I.

##### **Parties to the agreement**

1)  
[ Caritas]  
[ Registered office]  
[ Contact information]  
[ IN]

**Represented by:**   
***“Sending Organisation”***

2)  
[ name, surname]  
[ permanent residence]  
[ birth certificate number]  
***“Volunteer”***

#### Article II.

##### **Subject matter of the agreement**

The subject matter of this agreement is the Sending Organisation's obligation to enable the volunteer, on the conditions set out below, to perform the voluntary service for the Sending Organisation's purposes on the one hand and the Volunteer's obligation to perform the voluntary service conscientiously, with due care and without any claim to remuneration on the other hand.

#### Article III.

##### **Terms and conditions of performing the voluntary service**

- 3.1 The Volunteer shall perform the voluntary service from  to
- 3.2  shall be the place of performance of the voluntary service.  
The Volunteer shall be tasked with the following activities:
- - 
  -
- 3.3 For the duration of this contract, free meals shall be provided to the Volunteer should the activity to be performed take more than 4.5 hours/day. The meals shall always be provided in the form agreed with the volunteers' coordinator or another person in charge.

- 3.4 The Volunteer shall – should the need arise requiring specific intervention – be accommodated in the premises chosen by the volunteers' coordinator for the length of the intervention.
- 3.5 The Volunteer has been equipped with the following work tools/personal equipment, which the Volunteer shall return after the voluntary activity has ended, considering the normal wear and tear:
- [ ]
- 3.6 The Volunteer undertakes to take part in the trainings, in the required form and extent, following the volunteers' coordinator instructions. The volunteer's coordinator may set further requirements depending on the performance and course of the activity. The volunteers' coordinator shall inform the Volunteer about the possible risks of performing the voluntary activity.
- 3.7 The Volunteer undertakes to comply with the Code of Caritas, the Code of Conduct of Volunteers and other rules attached to this agreement.

#### Article IV.

#### Final provisions

- 4.1 Upon the execution of this agreement, the Volunteer shall submit an extract from criminal record not older than 3 months and/or a sworn declaration that no criminal proceedings is being conducted with the Volunteer. The Volunteer shall also submit a sworn declaration of his or her health condition and of the capability to perform the agreed activity.
- 4.2 The Volunteer shall not disclose any information obtained while performing the voluntary activity. The Volunteer shall attest this by signing a sworn declaration.
- 4.3 In volunteers under 18 years of age, a legal representative of the Volunteer hereby consents to the performance of the voluntary activity in the sense of §7 Section 4 of Act no.198/2002 Coll., under terms and conditions set out herein and in the voluntary service act.
- 4.4 The Sending Organisation warrants and represents that it has concluded an insurance contract providing coverage of liability for damage to property or health which the Volunteer may cause or incur in performing the voluntary service.
- 4.5 The reasons for terminating this agreement on the part of the Sending Organisation: expiration of the contract term, breach of the Agreement, gross violation of the volunteers' coordinator's instructions or the instructions of the person in charge.
- 4.6 The reasons for terminating the contract on the part of the Volunteer: expiration of the contract term; by a decision of the Volunteer with sufficient notice.
- 4.7 All amendments and changes to this agreement must be made in writing (in the form of a stand-alone amendment).
- 4.8 The parties represent that they have concluded this contract freely and with serious intentions in witness whereof they affix their signatures.

In

[ ]

date

[ ]

In

[ ]

date

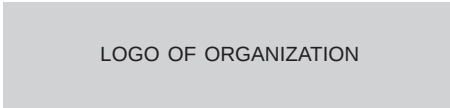
[ ]

.....  
*Signature of the Volunteer  
or of a statutory representative*

.....  
*Signature of the statutory representative  
[ Caritas ]*

Annex no. 8a - Declaration of no criminal records and other important circumstances

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]



SWORN DECLARATION

I, [redacted], born [redacted], residing at [redacted], hereby declare that as of today:

- I have not been convicted or prosecuted over any kind of criminal activity.
- I am not a defendant in any kind of criminal proceedings.
- I do not use addictive substances (alcohol and drugs).
- Psychiatric treatment has not been ordered to me.
- I do not have any infectious or contagious diseases.

Should any of the above facts change, I will report such change immediately to the volunteer’s coordinator [of Caritas] at which I will be perform the voluntary activity.

I hereby agree that this sworn declaration will become a part of my personal file and will be stored solely for the purposes of [Caritas]

I am signing this declaration willingly and I am aware that withholding or misrepresenting any of the above facts constitutes a serious breach of the terms and conditions of performing the voluntary activity and may lead to the termination of the voluntary activity by [Caritas].

In [redacted] date [redacted]

.....

Volunteers’ signature

## Annex no. 8b – Declaration of Confidentiality

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### SWORN DECLARATION OF CONFIDENTIALITY

I, [REDACTED], born [REDACTED], residing at [REDACTED], hereby undertake:

- 1) Not to disclose any information I will get into contact in performing my voluntary work. This information includes, but is not limited to:
  - o all information regarding the affected persons – their personal data, health condition, wealth etc.
  - o information of other volunteers' involvement in emergencies
  - o internal information on partner organisations
  - o information obtained through supervision
- 2) Not to disclose any internal information about [Caritas], except for general information about its goals, mission, and visions.
- 3) Protect all documentation, work tools and other equipment [of Caritas] for the period of the voluntary work

I hereby acknowledge that violation of the above principles may result in termination of the voluntary activity by [Caritas]

I also acknowledge that the obligation of confidentiality does not cease to exist once the voluntary activity has terminated.

In [REDACTED] date [REDACTED]

.....

*Volunteers' signature*

## Annex no. 9 – Job description of the volunteers' coordinator assistant

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

<b>Job title</b>	<b>ASSISTANT OF THE VOLUNTEERS' COORDINATOR</b>
<b>Job description</b>	Supports the work of the coordinator aimed at engaging volunteers in emergencies; manages the office agenda and represents the organisation's volunteering activities when dealing with the public
<b>Place of work</b>	Olomouc
<b>Superior / person in charge</b>	Volunteers' coordinator
<b>Working hours</b>	5 days a week, weekends when requested
<b>Length of obligation</b>	In case of emergencies – at least 14 days
<b>Responsibilities</b>	Plans the coordinator's daily schedule In charge of meeting agenda – preparation, invitation, minutes Answers phone calls, responds or puts the caller through Responsible for receiving and replying to correspondence (mail, email) Records and processes volunteers' requests Organises training of volunteers
<b>Qualification criteria</b>	Good communication skills, reliability, ability to handle stress, ability to solve problems User's knowledge of working with a PC – MS Office Knowledge of English sufficient for communication
<b>Other requirements</b>	<input type="checkbox"/> driving license - type: <input checked="" type="checkbox"/> clear criminal record <input type="checkbox"/> vaccination – type: <input type="checkbox"/> insurance other:
<b>Required trainings</b>	Training by the director's assistant taking 0.5 day, training in work safety
<b>Equipment and support</b>	Place in the office, laptop, mobile phone Reimbursement of travel costs Meal vouchers
<b>Date of creation</b>	1. 7. 2015
<b>Date of review</b>	–
<b>Created by – name, signature</b>	
<b>Approved by – name, signature</b>	

In  date  .....

Volunteers' signature

## Annex no. 10 – Electronic records of human resources for emergencies

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### VOLUNTEER'S FILE

#### Basic information



#### Volunteer

Involved in X emergencies  
Date of creation: 29.11.2015  
Last update: 01.01.2017

22:06:10

**Academic degree before the name** [ insert ]  
**Name** [ insert ]  
**Surname** [ insert ]  
**Academic degree after the name** [ insert ]  
**Date of birth** dd.mm.yyyy  
**Gender** Male  
**Address** [ insert ]  
**Mobile no.** xxx xxx xxx  
**Phone no.** xxx xxx xxx  
**Email** name@example.cz  
**Status** volunteer  
**Note** text

#### Classification

<b>Primary position for emergencies</b>	Manual worker
<b>Secondary position for emergencies</b>	Crisis intervention worker
	Psychological first aid worker
	Driver
<b>Places of work in the CR</b>	South Moravian region
	Olomouc region
<b>Places of work abroad</b>	Great Britain and Northern Ireland (except for Guernsey, Jersey and Isle of Man)
<b>Referral Caritas</b>	Archdiocesan Caritas Olomouc
<b>Regular job title</b>	Administrative worker

## Skills and preparedness

<b>Driving license</b>	<b>B</b>				
<b>Vaccination</b>	<b>Measles</b>	<b>Rabies</b>	<b>Hepatitis A</b>	<b>Hepatitis B</b>	
	n/a	n/a	11.7.2019	22.3.2019	
<b>Foreign languages</b>	<b>Language</b>	<b>Understanding</b>	<b>Speaking</b>	<b>Writing</b>	
	English	C	B	B	
	German	A	A	A	
	<i>Levels: A: beginner   B: independent user   C: capable user</i>				
<b>Completed courses</b>	<b>Completion</b>	<b>Duration</b>	<b>Name</b>	<b>Accredited</b>	<b>Note</b>
	2015	2 years	Charity and social work	yes	MA university course
	2013	150 hours	Crisis intervention	Yes	
	2013	8 hours	First aid	Yes	Prague
	2012	4 years	Charity and social work	Yes	BA university course

## Experience

About the human resource	Date	Worker	Note
	14.4.2016	[ name ]	Stood out in providing aid. He shovelled like crazy. Great improvement...
	3.3.2016	[ name ]	His performance seems to be average during the floods, but he is trying



## Annex no. 11 – Volunteer's evaluation questionnaire

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### 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)

12345

Other information you would like to share?

In  date

.....

Volunteers' signature

Thank you for your feedback!

## Annex no. 12 – Volunteer's timesheet

[ Caritas ]

[ Registered office ]

[ Contact information ]

$$[N]$$

# VOLUNTEER'S TIMESHEET

*(for volunteers registered in accordance with Act no. 198/2002 Coll., On Voluntary Service)*

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[illegible]

Name and surname of the coordinator / person in charge:

Date of approval:

Signature:

## Annex no. 13 – 101 Ways how to motivate volunteers

[ Caritas ]

[ Registered office ]

[ Contact information ]

[ IN ]

LOGO OF ORGANIZATION

### 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 badges
- 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
- Praise 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

[ Caritas ]  
[ Registered office ]  
[ Contact information ]  
[ IN ]

LOGO OF ORGANIZATION

### 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
<b>Mission based approach and organisation policies</b> Caritas staff welcome and support the role of volunteers during emergencies Strategic documents in Caritas acknowledge and articulate involvement of volunteers			
<i>Strategic plan</i> <i>Concept for emergencies</i> <i>Internal guidelines</i>			
<b>Human and other resources</b> Volunteers are part of the Caritas and the organization provides appropriate resources to manage and support volunteering			
<i>Job description of volunteer coordinator</i> <i>Material, equipment and facilities</i> <i>Volunteering budget</i> <i>Volunteer files and databases</i> <i>Volunteer timesheet</i>			
<b>Types of assistance, work positions and material needed</b> Caritas has taken steps to prepare positions in emergencies where volunteers can contribute to the Caritas mission to help those in need			
<i>List of assistance</i> <i>List of positions for volunteers</i> <i>List of material resources</i> <i>Organisational chart</i>			
<b>Recruitment</b> Caritas established a recruitment process including internal and external procedures to reach desirable volunteers			
<i>Volunteer questionnaire</i> <i>Volunteer agreement</i> <i>Volunteer job description</i> <i>Volunteer code of conduct</i> <i>Declaration of no criminal records and other circumstances</i> <i>Declaration of confidentiality</i> <i>Handover of material resources to volunteer</i>			

Arrangement / Documents	Y	P	N
<b>Orientation and Training</b> The appropriate procedures are in place so volunteers receive an orientation in policies and practices and are trained according to their assigned roles			
<i>List of topics for volunteer orientation</i> <i>List of special trainings for volunteers</i>			
<b>Support and supervision</b> Volunteers receive support required for their role and their needs during emergencies – defusing, debriefing and supervision			
<i>List of supervisors</i>			
<b>Motivation and Appreciation</b> 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			
<i>List of recognition's methods</i> <i>Volunteer Thank-You letter</i>			
<b>Evaluation</b> Caritas evaluation procedures are in place to assess the performance, impact and effectiveness of volunteers work and their satisfaction as well			
<i>Evaluation questionnaire</i>			
<b>Risk management</b> Caritas has procedures to assess, manage and mitigate potential risks to the volunteers, beneficiaries and the organisation			

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# Volunteering in emergencies

