We cannot always build the future for our youth, but we can build our youth for the future.

~Franklin Delano Roosevelt, 22 May 1935
The National Youth Development Agency wishes to acknowledge:

- The Flemish Government for its generous contribution to this three-year project, "Promoting and Up-scaling Youth Volunteering in Civil Society Organisations". Their experience in youth volunteering has provided valuable support throughout the project and contributed strongly to the development of this toolkit on Volunteer Management.
- The many organisations that gave feedback/input during the drafting of the toolkit.
- The Volunteer Centre, which was assigned the task of writing this Capacity Building Toolkit and worked on it with the greatest passion and enthusiasm.
- The guidance of the Flemish Steering Committee.
Building our Youth for the Future

Capacity Building Tool Kit

Youth Volunteer Management for Civil Society Organisations

FOREWORD
NATIONAL YOUTH DEVELOPMENT AGENCY 2

FOREWORD
GOVERNMENT OF FLANDERS 3

THE PURPOSE OF THE TOOLKIT 4

HOW TO USE THE TOOLKIT 5

BACKGROUND TO THE TOOLKIT 6

CHAPTER ONE
PLANNING THE YOUTH VOLUNTEER PROGRAMME 10

CHAPTER TWO
RECRUITING, SCREENING AND MATCHING YOUTH VOLUNTEERS 21

CHAPTER THREE
ORIENTATION AND TRAINING OF YOUTH VOLUNTEERS 30

CHAPTER FOUR
SUPPORTING YOUTH VOLUNTEERS 36

CHAPTER FIVE
RECOGNISING THE CONTRIBUTIONS OF YOUTH VOLUNTEERS 44

CHAPTER SIX
MONITORING AND EVALUATING THE YOUTH VOLUNTEER PROGRAMME 50

CONCLUSION 55

USEFUL DOCUMENTS
YOUTH VOLUNTEER TASK DESCRIPTION 58
YOUTH VOLUNTEER POLICY 59
YOUTH VOLUNTEER INDEMNITY FORM 60
YOUTH VOLUNTEER APPLICATION FORM 61
YOUTH VOLUNTEER CODE OF CONDUCT 68
YOUTH VOLUNTEER STANDARDS OF BEHAVIOUR 69
ORIENTATION FOLDER CHECKLIST 70
YOUTH VOLUNTEER AGREEMENT 71
VOLUNTEER MANAGEMENT TOOL (ORGANISATION) 72
LETTER OF RECOMMENDATION FOR YOUTH VOLUNTEER 75
CASE STUDY AND PERSONAL EXPERIENCES 76
PERSONAL STORIES OF VOLUNTEER EXPERIENCES 78
THE NEED FOR THIS CAPACITY BUILDING TOOL KIT ON YOUTH VOLUNTEER MANAGEMENT FOR CIVIL SOCIETY ORGANISATIONS WAS FIRST IDENTIFIED IN 2010 BY A GROUP OF CIVIL SOCIETY ORGANISATIONS WORKING IN THE YOUTH VOLUNTEER SECTOR THAT THE NATIONAL YOUTH DEVELOPMENT AGENCY (NYDA) HAD BROUGHT TOGETHER TO ADVISE IT ON DEVELOPING A STRATEGY FOR PROMOTING AND SCALING UP YOUTH VOLUNTEERING IN SOUTH AFRICA. THIS STRATEGY WAS INTENDED TO INFORM THE NEW 2012 – 2014 CYCLE OF THE PARTNERSHIP BETWEEN THE NYDA AND THE GOVERNMENT OF FLANDERS.

Youth volunteer research has revealed that one of the main reasons for not achieving the full potential of volunteering in South Africa is that community-based organisations and non-profit organisations often lack the capacity and information they need to successfully recruit and engage volunteers. This lack of capacity often results in a high turnover and negative experiences for youth volunteers. This toolkit, which constitutes the foundation phase of several capacity building activities for the youth volunteer sector in South Africa is intended to strengthen the capacity of volunteer-involving and volunteer-placement organisations to increase the quality of the youth volunteer experience and thereby the numbers of youth volunteers.

The main objective of the toolkit is, therefore, to develop the capacity of organisations to design effective volunteer programmes and identify, receive, host and manage young volunteers.

The toolkit is generic, adaptable to different situations and levels, and focuses specifically on the full volunteer management cycle: planning, recruitment, screening, orientation, task descriptions, roles and responsibilities, support, supervision, and evaluation.

The toolkit will be used as a training tool where civil society organisations working with youth volunteers will be trained in using the toolkit and setting up volunteer programmes. One of the guiding principles in the development of this toolkit has been constant and continuous consultations with youth volunteer sector organisations in the country and with the NYDA’s Flemish partners. Their generous and informative contributions are acknowledged, as are the contributions of all those organisations that have shared information on youth volunteering and capacity building tools in South Africa, Flanders and elsewhere, which further enhanced the development of the toolkit.

The NYDA is especially grateful to the Flemish Government for their contribution to the development of this toolkit, which stands as a tangible reflection of the mutually respectful relationship which has benefited youth development in South Africa for more than sixteen years.

Chief Executive Officer

Steven Ngubeni - Pr Planner (SA)

MPA (Public & Dev Mgmt); MA (Dev Studies); Msc (Built Env); Btech (TRP); ND (TRP)
GOVERNMENT OF FLANDERS

The start of the co-operation on youth development between South Africa and the government and people of Flanders goes back to 1995. Youth volunteering has been a golden thread throughout the co-operation.

In November 2009, it was agreed that the National Youth Service Programme would be the focus of the co-operation between the National Youth Development Agency and Flanders. Priorities included the promotion of volunteer work for/by young people in civil society organisations, support for greater social cohesion through volunteering, and instilling a sense of citizenship in young people through community service.

A three-year co-operation initiative was therefore developed, focusing on the promotion of volunteer work for/by young people in the civil society sector in South Africa. The co-operation was launched in 2012 and consists of five building blocks: capacity building, the development of a model for fundraising, knowledge generation, infrastructure building, and marketing and advocacy. The focus of the building block on capacity building has been the development of a Capacity Building Toolkit on Volunteer Management.

Youth volunteering in civil society is necessary for uplifting our societies, and is beneficial for both the volunteers and the organisations. Therefore, positive volunteer experiences are needed so young people are motivated to begin or continue with volunteering. Young people should feel welcome and be given responsibility in their volunteer jobs so they can gain work experience. This toolkit can assist organisations in giving volunteers a positive experience and thereby instilling the spirit of volunteering more strongly among the youth in South Africa.

This is one small step for humankind, and one giant leap in promoting and upscaling Youth Volunteering in Civil Society Organisations.

Jan Vanhee

International Youth Policy - Division for Youth

Government of Flanders
THE PURPOSE OF THE TOOLKIT

There is wide acceptance of the need to support the youth of South Africa, the Southern African region and internationally, and to better understand the challenges faced by young people as they move into adulthood. An enabling environment is needed that will provide young people with fresh and exciting opportunities as they plan for their future. In the context of the current global challenges, both economic and developmental, the youth face many challenges and promoting youth volunteering provides an important tool in helping to address some of the difficulties that young people may encounter.

To begin to address the constraints that youth volunteering faces in South Africa, the National Youth Development Agency (NYDA), in partnership with the Government of Flanders, has undertaken to focus its energies on five priorities: Capacity Building, Fundraising, Knowledge Generation, Infrastructure Building, and Marketing and Advocacy. This toolkit forms part of the Capacity Building work and it is hoped that it will contribute to strengthening the capacity of civil society organisations who work with youth volunteers so that the extent and quality of the youth volunteer experience can be improved and the numbers of young volunteers can grow exponentially.

The toolkit has five main objectives:

1. Developing the capacity of organisations to design effective volunteer programmes, and to identify, receive and host youth volunteers.
2. Making organisations more aware of volunteer challenges and helping them to encourage and promote local volunteering.
3. Raising awareness of the importance of youth volunteering and the opportunities and benefits that youth volunteering offers both organisations and young people.
4. Strengthening organisational capacity and volunteering structures through practical skills sharing.
5. Expanding the scale and uptake of youth volunteering opportunities.

In 2011, the Volunteer Service Organisation (VSO) and the Regional AIDS Initiative of Southern Africa (RAISA) conducted a study amongst South African civil society organisations in which more than half of the respondents (56.3%) indicated that they do not have a programme to develop volunteering and volunteers in their organisations and that volunteering is not systematically planned and managed.1

This Capacity Building Toolkit on Youth Volunteer Management outlines volunteer management processes and tools necessary for developing and sustaining a volunteer programme. While it is intended for civil society organisations keen to recruit and host local and international youth volunteers in various areas and projects, the information it provides can also be applied to volunteering more generally.

The toolkit will assist your organisation in welcoming youth volunteers and provide a structured and supportive environment in which the volunteers can contribute and grow. It will assist your organisation to put systems in place for recruitment, orientation, supervision, recognition, and monitoring and evaluation. It will guide you with practical ways and means to maximize the knowledge and skills of young volunteers in supporting the services rendered by your organisation.

CSOs in Africa are deeply dependent on volunteer engagement, but the lack of required skills or education is a barrier to volunteers playing a full role within organisations. That leads to recommendations to provide training and give practical experience to volunteers to improve their capacity, as well as to provide assistance to CSOs working with volunteers.

CIVICUS paper on Civil Society Volunteering Patterns in Africa

HOW TO USE THE TOOLKIT

This toolkit is based on the view that there are many different approaches to hosting youth volunteers in an organisation. It provides suggestions, ideas, practical tips, approaches and methods that will help your organisation in the process of developing or enhancing your volunteer management programme. Any approach and method mentioned in this toolkit can be easily adapted as long as it fits in with, or suits the needs of your organisation, and does not limit your creativity in managing your volunteer programme.

The following are some general suggestions:

- Study the Capacity Building Toolkit for Volunteer Management and assess its relevance to the needs of your organisation’s volunteer management programme.
- Use only suitable and relevant information from the toolkit in your recruitment, orientation, supervision and recognition of youth volunteers.
- Try some appropriate tools and inputs and be creative in your approach; practice until you master the content and process.
- Use the Toolkit as a reference in assessing current volunteering practices of your organisation or to develop or review your volunteer policy.

At the end of this toolkit you will find many useful templates related to the specific tasks that have been explained and discussed. These are also available in electronic form on the website of the NYDA.

We, the volunteer community, urgently need to bring volunteerism to the centre of the policy and development agenda of the Southern Africa region of the world and not remain on the periphery.

Naheed Haque (Deputy Executive Co-ordinator, UNV)
BACKGROUND TO THE TOOLKIT

What is volunteering?

There is no legal definition of what a ‘volunteer’ is in South Africa, so the word has different meanings for different people. In this toolkit, the definition of volunteering is based on three important factors: volunteering is done “By Choice” – it is done “Without monetary reward” – and it is done “For the benefit of the community” (Volunteer South Africa, 2005).

Doing work “by choice” means that the volunteer makes up her or his own mind about whether she or he wants to become a volunteer and what kind of volunteer work is interesting to them.

Doing work “without monetary reward” means that the volunteer does not receive a salary for the work he/she does. However, there may be refunds made on expenses and in some organisations there may be a small stipend paid, such as a transport allowance.

Doing work “for the benefit of the community” means that the host organisation works for the benefit of others and not for profit, and therefore the volunteers in that organisation also benefit the community at large.

A person who chooses to volunteer is generally seen as being someone who shows compassion and commitment and is keen to be of service to others.

Youth volunteering in South Africa

Across South Africa, every day, youth volunteers are hard at work, helping with home-based care, taking care of homeless and destitute children, providing mental and physical therapy for those living with disabilities, counselling survivors of rape and domestic violence, preparing nutritious meals for the elderly and children, helping in animal shelters, reading to blind people, mentoring and coaching learners who are struggling to cope – in all kinds of ways, volunteers are saving the country money and lives.

According to Volunteer and Service Enquiry Southern Africa (VOSESA), the full potential of volunteering as a tool for development and as a catalyst for social cohesion and nation-building in South Africa, particularly among youth, has not yet been achieved. There are various reasons for this. Too often, young people do not have access to quality opportunities for volunteering in the area where they live. While there is a great need for volunteers among Community Based Organisations (CBOs) and Non-Profit Organisations (NPOs), these organisations often do not have the capacity and experience to successfully recruit and engage volunteers. Even though there is a tradition of volunteering in South Africa, there are many misperceptions and negative stereotypes around volunteering, and many young people perceive volunteering as an unattractive activity of little or no value.

What are the benefits of having youth volunteers in your organisation?

Young people are important role-players in the process of building and sustaining a vibrant caring nation. Their creativity, dynamism and motivation inspire them to be part of the transformational process. Involving young people can therefore be hugely beneficial to your organisation.

Furthermore, there are many needs in South Africa that must be met but often the available resources are limited. There is, however, a high rate of unemployment and an extensive supply of people who could volunteer their time and who could in return gain work experience. It is useful to explore the advantages of using youth volunteers as this will help staff members to complete their work and have more time available to provide a broader range of services and activities.
Youth volunteers can be an asset to your organisation for some or all of the following reasons:

- They bring fresh ideas and are resourceful and capable of creating simple but doable activities that will make the programme more appealing amongst the youth and community.
- They are able to pursue new projects or improve the quality and reach of services the organisation already offers.
- They are an excellent link between the organisation and the community – they can provide valuable insights about how the organisation is seen by the community and in turn they can explain to community members how the organisation works.
- They can be very effective in raising community awareness around many important issues such as fighting against domestic violence, drug addiction, HIV/AIDS, substance abuse, gender inequality, teenage pregnancy, and environmental challenges, especially amongst other young people.
- They can influence and mobilise their peer group to support them when organizing events and programmes.
- They have their own networks from which more volunteers can be drawn, or information shared about the work of your organisation, or the specific needs that you may have. With the help of social media, young people are full-time communicators!
- They are often able to add greater legitimacy to the organisation’s work and activities.

If your organisation has never hosted a youth volunteer before, there may be concerns about how to do this, or about whether the volunteer will add value to your work. It is important that all the existing employees of the organisation are aware that there may be volunteers coming in, and that they are informed about what the volunteers will do. This will ensure that staff members do not feel uncomfortable about the volunteers or feel threatened by their presence in the organisation.

The following questions are useful for the organisation to reflect on when deciding whether or not to host a youth volunteer:

- What is the added value that youth volunteers could bring to the organisation?
- What are the benefits that youth volunteers have brought to this organisation before?

Making your organisation attractive to young people

Getting different views of what volunteering means to young people will assist your organisation to clearly define the type of volunteers you want to have, the support you need to provide and the experiences and training opportunities you can offer.

It should be beneficial for youth volunteers to become involved with your organisation because:

- Your organisation is committed to growing young people and providing them with opportunities to learn and improve their skills.
- Your organisation is fully prepared to provide support for your young volunteers. When you provide the needed support to your volunteers, you will have happy and inspired volunteers who are capable of assisting you in the delivery of your programmes at the community level.
- Your organisation will provide young volunteers with an opportunity to discover, learn and improve skills that make them more employable. This is important because volunteers are often unemployed job-seekers (women and youth) who have been demoralised by their unsuccessful search for gainful employment.
- The volunteer opportunity at your organisation will improve the young volunteers’ self-esteem and they will become more positive, active and innovative citizens.
What motivates young people to volunteer?

As a youth volunteer supervisor, it is important to understand what motivates young people to volunteer. This understanding will help your organisation find ways to attract and encourage volunteers who will be a good fit with your organisation and add value to your work.

Motivation for volunteering can be classified into esteem; recognition; social affiliation; values of giving, sharing and public service and career pathing. There is often more than one source of motivation that encourages young people to do volunteer work. Moreover, the motivation that encourages a young person to start volunteering might change once s/he starts volunteering. It is useful to identify the specific motivation that each youth volunteer has when trying to accommodate them in your organisation.

When young people from Khayelitsha in Cape Town were asked why they volunteer, this is what they said:

- There are opportunities for learning.
- We can help people in need.
- I will have some experience to put on my CV.
- We give service to the community out of our own free will.
- Listening to elders and feeding hungry children is useful.
- I can acquire new skills for employment.
- With this experience I could find a paying job.

There are thus many different reasons that people have for volunteering. Whatever their reasons are, volunteering will always have a positive effect on the well-being of young people, especially if they find satisfaction in their involvement and when their motivations and expectations for volunteering are met. However, this can only be achieved if your organisation provides the necessary support, proper orientation, training, coaching, mentoring and supervision while youth volunteers are carrying out their tasks. One of the major reasons for people to terminate their volunteer engagement is because they do not feel that they are of use to their host organisation, or do not get the necessary level of support and encouragement.

Every organisation also has its own reasons for wanting to host volunteers. It is important, therefore, for both volunteers and host organisations to be open and honest about their motivations and expectations so that there can be common ground between them.

What discourages youth volunteers?

It is just as important to know why young people choose not to become volunteers so that your organisation can find ways to address these concerns and become an organisation that young people will be keen to support and become involved with.

One of the main reasons for young people not volunteering is that they are not aware of the opportunities that exist. It can also be because they have not been asked directly to become involved and therefore do not feel they can add value. This relates to how an organisation communicates it work to the general public and how it develops youth-friendly messages that will make young people feel welcome and needed. It is important that people know about your organisation, the work that it does, and your need for youth volunteers.

Principles of youth development

Working with young volunteers is a specialised area and it will be important for your organisation to have some information about the generally accepted principles of youth development. The recommendations below are the basic values that should be observed, but every organisation can add their own, depending on their own core values and principles:
Young women and young men have gifts and talents that should be identified and they should be provided with opportunities to exercise and enhance these gifts and talents.

Young women and young men are active partners and beneficiaries in their own development; they should be provided with opportunities for leadership and decision-making.

Young women and young men are a diverse group that includes women; rural; disabled, HIV and AIDS infected and affected people, and may have particular needs that need to be accommodated.

Each young person has a broad range of inter-related needs; therefore youth development should address each young person’s needs holistically.

Young women and young men need opportunities to engage in development that integrates skills, education and sustainable livelihoods.

Youth development should instil a sense of self-worth, purpose and direction in each young person.

Youth development in general is a dynamic process that transforms individuals, communities and society.

Youth development should take into account the contexts of young people that are related to family, community, and workplace, as well as future opportunities.

Youth development should assist young people to become active and contributing citizens in their community and country.

What is volunteer management?

Volunteer management is necessary for the host organisation to motivate, engage and incorporate youth volunteers into the organisation and communities at large. It is also a way of increasing your organisation’s performance and achievements and ensuring that both volunteers and communities are well served. Managing volunteers professionally acknowledges the value and contributions of youth volunteers and maximizes the many important abilities and skills that they bring into the organisation.

The Volunteer Management Cycle below outlines the different phases that every youth volunteer hosting organisation should go through. You, as the volunteer supervisor of your organisation, will take the lead role to promote these different phases within the organisation so that volunteers are managed properly and the programme is executed successfully. Volunteer management starts from the moment your organisation hosts even one volunteer.

Volunteering has contributed to fostering community solidarity, social cohesion, ushering in independence and democracy and addressing development needs in thousands of communities across the region. With this strong foundation of social and development capital embedded in volunteerism, you will agree that there is boundless potential to reinforce the voluntary sector in SADC countries for transformational development.

Lisa Garson, Action Appointments, Johannesburg

Naheed Haque (Deputy Executive Director, United Nations Volunteers Programme)
CHAPTER ONE

PLANNING THE YOUTH VOLUNTEER PROGRAMME

It is important to plan your volunteer programme properly. There might be a strong need for extra assistance or a special skill, but it is important to ensure that the person will be able to operate effectively when they arrive in your organisation. How often will you need someone? Every day, twice a week, or only on weekends? Do you want the volunteer to perform specific work or can they choose what they would like to do? Are there any special personal qualities needed, or particular skills? If the volunteer requires financial assistance of some kind, such as transport costs or a small stipend, will the organisation’s budget allow for this?

You, as a supervisor, need to prepare and establish your volunteer programme and be clear about how you want it to be implemented. You need to do this so that you can:

- Confirm the need for involving volunteers and assess how your organisation can respond to this need. This can be done through a needs assessment.
- Align the volunteer programme with the organisation’s broader vision, mission and objectives.
- Define in some detail how the volunteer programme will be structured.
- Identify tasks that your volunteers will be involved in, outlining the duties and responsibilities of volunteers and developing their task descriptions.
- Identify the programme support needed and develop volunteer programme policies.
- Identify possible risks to the youth volunteer programme and develop risk management strategies.
- Identify the resources (financial and non-financial) needed to effectively implement and achieve the goals of the programme and suggest how these resources can be obtained.
Volunteer programme planning is the process of identifying, analysing and laying the foundations for your volunteer programme. The planning process covers the volunteer needs assessment, aligning the volunteer programme to the overall work of the organisation, consolidating the youth volunteer programme within the organisation, developing a volunteer programme policy, clarifying the roles and responsibilities of a volunteer supervisor, designing volunteer task descriptions, risk management and fundraising. This chapter will assist you with all these steps in planning your volunteer programme.

Volunteer programme needs assessment

Conducting a needs assessment is the first step in developing a volunteer management programme. The needs assessment is a process or tool for identifying and analysing your organisation’s need for volunteers in relation to its vision, mission and programmes.

The importance of doing a proper needs assessment is that it will clarify the various aspects of the work and will help to ensure that the necessary structures and resources are in place. A needs assessment will:

- determine needs / gaps in developing or improving programme plans.
- check whether the programme intervention responds to identified needs.
- ensure availability of needed resources to support the programme, for example, logistical needs, transport allowance, stipend, and how these can best be used.
- decide when and how the programme is to be implemented, and how to raise funding and resources for the work.
- use the needs assessment as a basis for evaluating the progress of an existing programme.

How is a needs assessment done?

There are many ways to conduct a needs assessment. One of these is the widely used SWOT analysis tool that examines the organisation’s Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis will guide you when making decisions about developing, improving and sustaining volunteer programme strategies and approaches.

THE SWOT ANALYSIS METHOD

<table>
<thead>
<tr>
<th>Strengths</th>
<th>What do you do well? What unique resources can you draw on? What do others see as your strengths?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weaknesses</td>
<td>What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?</td>
</tr>
<tr>
<td>Opportunities</td>
<td>What good opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</td>
</tr>
<tr>
<td>Threats</td>
<td>What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</td>
</tr>
</tbody>
</table>
## AN EXAMPLE OF A SWOT ANALYSIS

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Promotes youth volunteering.</td>
<td>- Limited funds.</td>
</tr>
<tr>
<td>- Has relevant programmes and services.</td>
<td>- Inappropriate or inconvenient office location (outside of Community served).</td>
</tr>
<tr>
<td>- Able to generate support and funds for our programme.</td>
<td>- Increase office space rental.</td>
</tr>
<tr>
<td>- Volunteers from the community are helping with delivering our services.</td>
<td>- Fast staff turnover due to minimum wage received.</td>
</tr>
<tr>
<td></td>
<td>- Inability to sustain the interest of youth volunteers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Has created positive impact and image in the community.</td>
<td>- A well-resourced youth volunteer involving NGO is moving their office into the community we serve.</td>
</tr>
<tr>
<td>- Has programmes that are recognized and supported by various sectors in the area.</td>
<td>- Staff transport cost in going to the community is increasing.</td>
</tr>
<tr>
<td>- Receives a grant from the local council.</td>
<td>- Limited funds to sustain our programme expenses.</td>
</tr>
</tbody>
</table>

This process of needs assessment will guide you as a volunteer supervisor in assessing and identifying internal Strengths and Weaknesses, making use of the external Opportunities and being aware of possible Threats, and will help in preparing volunteer programme plans.

Another well-known method of analysis is answering the Five Ws, which provides a framework for getting complete information about a topic of interest.

### Five Ws

1. **Who**
   - **Who do we need as volunteers?**

2. **What**
   - **What will the volunteers do in our organisation?**

3. **When**
   - **When are youth volunteers needed at the organisation?**

4. **Where**
   - **Where would volunteers work and who would supervise them?**

5. **Why**
   - **Why does our organisation want volunteers and how would their work link to the work presently being done by employees?**

Conducting a needs assessment is only the first step in your planning process. It is recommended that all staff, existing volunteers and community representatives are able to participate in some way in the planning process. It is very important that your entire organisation is fully committed to accepting and hosting a youth volunteer in their midst, and that all staff are committed to
welcoming and supporting youth volunteers. It is strongly recommended that the youth volunteer programme is presented and discussed by the organisation in an honest and transparent way, such as at a monthly staff meeting. This will provide a space for your formally employed members of staff to raise any concerns they may have and to discuss these concerns openly. In such a meeting, the five W questions may be useful as a starting point for the discussion.

Linking the youth volunteer programme with the organisation’s vision and mission

The process of developing your volunteer programme starts by asking yourself

“Why does our organisation exist?”

Clarifying and defining your organisation’s vision and mission is important in designing your volunteer programme, and deciding where it fits into the overall mission of your organisation.

This can easily be done through involving some of your board members, all your staff and selected volunteers where applicable in the process of aligning your volunteer programme to your organisation’s overall vision and mission, either in a meeting or through consultations. Board members, staff and other stakeholders need to have a full understanding of the vision and mission and be able to embrace and recognize the value and contribution of youth volunteers to the organisation.

Below are some questions that can be posed when trying to align the youth volunteer programme with your organisation’s vision and mission, so as to develop a solid and effective youth volunteer management programme.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why does our organisation exist? (vision/mission statement)</td>
<td>To empower and involve young people to actively engage in facilitating community development initiatives.</td>
</tr>
<tr>
<td>Why do we plan to involve volunteers? (How can volunteers help in meeting your organisational needs?)</td>
<td>Our organisation would like to involve youth volunteers for the following reasons:</td>
</tr>
<tr>
<td></td>
<td>• We acknowledge that volunteers are one of our valuable resources in delivering our programmes and services on the ground.</td>
</tr>
<tr>
<td></td>
<td>• Volunteers can work on projects that contribute to the achievement of the goals and objectives of the organisation.</td>
</tr>
<tr>
<td></td>
<td>• Volunteers are motivated when they learn and gain new skills, meet new friends or make contacts while being involved in our projects.</td>
</tr>
<tr>
<td>What is the extent of volunteer involvement in your organisation? (Short term stays or long term stays?)</td>
<td>• Volunteers will be working in our organisation following the project terms / duration:</td>
</tr>
<tr>
<td></td>
<td>• Minimum of 3 months - at least twice a week.</td>
</tr>
<tr>
<td></td>
<td>• Maximum of 3 – 6 months - at least twice a week.</td>
</tr>
<tr>
<td>Do you have resources, systems and structures in place to support the volunteers and your volunteer programme? (Human &amp; Financial)</td>
<td>• The volunteer programme is supported and funded by the government and a private organisation that shares the same vision as ours. Thus, volunteers’ transportation and meals will be covered.</td>
</tr>
<tr>
<td></td>
<td>• The volunteers will be managed by the Volunteer Supervisor who is in charge of the programme.</td>
</tr>
<tr>
<td>How will your organisation maximize the volunteers’ services?</td>
<td>• Task descriptions will be developed for each volunteer.</td>
</tr>
<tr>
<td></td>
<td>• Follow-up and supervision will be provided.</td>
</tr>
<tr>
<td>How will you determine the success of the Programme? (How will the programme be Monitored &amp; Evaluated?)</td>
<td>• Tracking down and measuring volunteers’ activities against project objectives.</td>
</tr>
<tr>
<td></td>
<td>• Conducting monthly Monitoring and Evaluation sessions and getting feedback from the volunteers and community members who have been served.</td>
</tr>
<tr>
<td></td>
<td>• Keeping of records (numbers of volunteers, volunteer hours, numbers of people served, etc.).</td>
</tr>
</tbody>
</table>
Task descriptions for youth volunteers

Youth volunteers, just like paid staff, should have clear and well-defined task descriptions, since they want to be active and busy and do something of value with their time. The task descriptions should be developed and agreed within the host organisation before youth volunteers are recruited.

What is a youth volunteer task description?
This will explain the purpose of the post, the nature of the work that needs to be completed, the duties and responsibilities of the youth volunteer, the qualifications needed, the designated volunteer supervisor, the volunteering benefits and any other relevant information that will describe the involvement of the volunteer and the support that the host organisation can provide during the placement period.

When designing a volunteer task description, the starting point should be the needs assessment that formed part of the planning process. The word “Task” is more acceptable than “Job” in the volunteer context as use of the word “Job” could create unrealistic expectations that the volunteer post could become permanent employment.

Why do we need to write a volunteer task description?
The existence of written task descriptions for volunteers will guide you as a supervisor in managing the volunteers during their placement period and will also help to ensure that the programme is implemented well. A written task description is an expression of a professional, well-defined and meaningful assignment for potential volunteers. Writing up a task description will also direct you in the process of:

- Recruiting and screening the right volunteers for the required task.
- Allowing volunteers to decide whether the task description suits them.
- Matching volunteers on the basis of the qualifications and skills required for the task.
- Conducting a volunteer performance evaluation.
- Assessing and evaluating the effectiveness of the overall programme.

Roles and responsibilities must be explained, including the host organisation’s expectations. A copy of the task description must be provided to the volunteer and should be reviewed regularly as it will form the basis for evaluating performance.

An example of a volunteer task description is provided at the end of this Toolkit.

Roles and responsibilities of a volunteer supervisor
A host organisation should preferably have only one designated and trained person as the volunteer supervisor who will have the personal abilities and experience to do the planning, recruitment and orientation, as well as being able to provide support, supervision and recognition of the youth volunteers’ contribution.

Because the quality of the relationship between volunteer and supervisor is so important, the host organisation should very carefully select volunteer supervisors and ensure that adequate resources are available for the supervision of volunteer efforts. Supervisory costs are likely to be the highest of all those associated with the management of the volunteer programme.

Risk management
Everything that we do in the world contains an element of risk, even just walking in the street. Although volunteering cannot really be viewed as a risky business, risks are always present and it is therefore important to assess and manage these risks accordingly. If something should go wrong with a youth volunteer, or the placement does not work out as expected, the host organisation must be fully prepared to respond to the situation quickly and effectively.

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The organisation should be in a position to protect all volunteers against personal accidents, claims by third parties, or possible negative experiences. The organisation must also be aware that there can be some risk when engaging volunteers and these must be factored into the risk management profile of the youth volunteer programme.

What is risk assessment?
Risk assessment is a careful examination of what could cause harm to the volunteers, other collaborators, the beneficiaries of the programme and the property of the organisation. This information is then used to carefully plan and take the necessary steps to reduce any possibility of harm.

Remember the difference between a Hazard and a Risk when thinking about risk assessment.

What is risk management?
Risk management can be defined as being an agreed process to deal with possible future events that could cause harm to the host organisation, where strategies and techniques are provided to identify and confront any threat faced by the organisation.

One of the biggest gaps observed in many volunteer hosting organisations is the lack of preparation around volunteer programme risk management. Actions are only taken when an incident happens and this often places an entire organisation in a difficult situation.

Why is risk management important?
Risk management protects young volunteers, as well as the possessions and the resources of the organisation, and encourages proper programme implementation and service delivery. Some benefits of risk management are:

- Identifying and evaluating potential risks and finding ways and means of controlling these.
- Protecting volunteers, the organisation, resources and the programme work from negative consequences.
- Ensuring continuous stakeholder support.

You need to assess your own risk using the template below. It would be a good idea to involve some staff, volunteers and a board member of your organisation in this process.

Assessing risks in your youth volunteer programme

QUESTIONS TO ASK IN ASSESSING RISKS

<table>
<thead>
<tr>
<th>What can go wrong?</th>
<th>What will you do?</th>
<th>How will you pay for it?</th>
<th>How will you avoid it in the future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Example) The volunteer stepped on some glass on the way to your offices.</td>
<td>(Example) Take the volunteer to the doctor/hospital for treatment.</td>
<td>(Example) The programme’s contingency fund. Use accident insurance cover.</td>
<td>(Example) Give new volunteers an orientation pack with warnings. Ensure the youth volunteer contingency fund is maintained.</td>
</tr>
</tbody>
</table>
Below are some examples of different potential risks that your organisation might encounter. It is important not to be nervous about them, but to be fully aware of the kinds of things that could go wrong.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>The volunteer harms others (liability)</td>
<td><strong>Example:</strong> The volunteer sets up a tent but it is not done properly. The tent falls down and injures people sitting under it. Some injured people want the organisation to pay their medical bills. This has happened because of the volunteer’s mistake. Does the organisation support the volunteer?</td>
</tr>
<tr>
<td>The volunteer is involved in an accident during his or her volunteering work</td>
<td><strong>Example:</strong> The volunteer breaks his/her foot while doing activities with the beneficiaries. Will the organisation help to cover the costs of treatment?</td>
</tr>
<tr>
<td>The possessions or materials of the volunteer are damaged during the volunteering work</td>
<td><strong>Example:</strong> A volunteer brings his/her camera to take pictures during the activities. Another person drops the camera and it is broken. Will the organisation replace it?</td>
</tr>
<tr>
<td>Incorrect use of work materials</td>
<td><strong>Example:</strong> A volunteer uses the wrong paint, causing burn wounds on his/her skin. Who will be responsible for the cost of medical treatment?</td>
</tr>
<tr>
<td>Working with special or different target groups</td>
<td><strong>Example:</strong> A volunteer is exposed to persons with a disease, without knowing, and is thus exposed to possible infection. How does your organisation take measures to prevent the volunteer from getting sick?</td>
</tr>
<tr>
<td>Working with wrong or unsuitable materials for the task being done</td>
<td><strong>Example:</strong> A volunteer brings his own hammer with him to work and uses it on construction. The tool is old and could be dangerous. What will you do?</td>
</tr>
<tr>
<td>Working with borrowed materials</td>
<td><strong>Example:</strong> You rent a machine. It was collected by the volunteer and brought back by the same volunteer. After returning it, the owner claims that the machine is not working properly anymore.</td>
</tr>
<tr>
<td>Working with borrowed materials</td>
<td><strong>Example:</strong> You rent a machine. It was collected by the volunteer and brought back by the same volunteer. After returning it, the owner claims that the machine is not working properly anymore. You are convinced that it was still working properly so something must have happened to it when the volunteer returned it but the volunteer swears that he did not do anything wrong. What now?</td>
</tr>
</tbody>
</table>
Chapter One
PLANNING THE YOUTH VOLUNTEER PROGRAMME

How to avoid risks becoming a reality

- Provide protection if needed (jackets, shoes, goggles, protective gloves).
- Listen to the volunteers’ suggestions about improving security and safety since they are out in the field and could provide useful information on improving the activities.
- Do not give up on a volunteer immediately after discovering a mistake (except in urgent or specific cases). Give them the opportunity to improve.

What is your organisation’s legal responsibility?

This is a very important question that each organisation should consider when planning to involve youth volunteers in various project activities. It is understandable that organisations may be nervous about the added responsibility or the possibility of an unexpected incident. This could have negative consequences for the entire organisation, the community and the volunteer and his/her family. Be aware of the relevant legislation but most importantly, ensure that there is adequate indemnity/public liability insurance in place that will protect the organisation in such an event.

What is indemnity/public liability insurance?

This is a comprehensive insurance that protects the organisation and its employees in cases of emergency or unexpected events, whether caused externally or as a result of employee/volunteer activity. All organisations should have some form of Public Liability Insurance. Any organisation can potentially damage people or property. Organisations can be held responsible for injuries or damage caused to their surroundings or to other people. It is therefore strongly recommended that the organisation is protected against unforeseen incidents as part of the Risk Management Strategy.

Volunteer indemnity

It has become standard practice around the world for volunteers to be asked to sign an indemnity form which will release the host organisation from any liability related to the volunteer. This is equally the case in South Africa. An example of a Volunteer Indemnity Form is included at the end of this Toolkit.

RISK

The volunteer does not have the necessary competencies for his/her tasks

Example: The volunteer told you that he/she has extensive experience with entertaining children. In reality, you can see that he/she does not know how to do this, the children are bored and do not respect the volunteer. What can be done?

RISK

The volunteer neglects the safety and security rules of the organisation

Example: The organisation explains that the oven can only be cleaned after being disconnected. The volunteer ignores the instruction and as a result a serious fire starts.

RISK

The volunteer hides or misuses certain crucial information

Example: The volunteer does not tell the supervisor that he/she was fired in his/her former organisation because of stealing.

RISK

Breach of trust

Example: The volunteer uses his/her volunteer status to abuse other people, to get things done, or to gain people’s trust for his/her own benefit.

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Finally, keep in mind that risk management is never a one-sided responsibility. It requires a commitment and effort from your organisation and from the volunteers. Your organisation needs to create a safe environment for the volunteers to work in. The volunteers, on the other hand, need to be responsible and careful when executing their tasks to prevent possible mistakes and negative consequences.

Youth volunteer programme policy

In 2011, the Volunteer Service Organisation (VSO) and the Regional AIDS Initiative of Southern Africa (RAISA) conducted a study amongst South African civil society organisations in which various challenges were identified which impacted negatively on the growth and development of volunteering in South Africa. One such challenge is the lack of national policy guidelines on volunteering and also a lack of a clear organisational policy on youth volunteers within many organisations.3

What is a youth volunteer policy?

This is a document that clearly outlines a framework for hosting volunteers, that will reflect the organisation’s values, define acceptable boundaries and clarify the volunteers’ and supervisor’s roles, relationships and responsibilities. It provides guidelines and procedures to manage both volunteers and the overall programme.

Why do we need a youth volunteer policy?

This will promote effective and efficient programme implementation, monitoring and evaluation. It clearly spells out the roles and functions of supervisors and volunteers and indicates how the organisation will support its young volunteers. The policy should also direct your organisation in resolving conflicts amongst and between volunteers and supervisors.

Having a youth volunteer policy in place will direct you as a volunteer supervisor to stick to the guidelines and procedures so that objectives are met and the youth volunteers as well as the organisation are protected.

How do you develop a volunteer policy?

Policies do not have to be complicated. A simple and direct youth volunteer policy statement is best and can be developed in the following way:

- Firstly, organise a task team of interested and available staff who will be responsible for developing the policy. Involve your volunteers as part of the team.
- Draw on documents like your vision and mission statements, the constitution and by-laws of the organisation, and the current strategic plans as reference points in developing your policy.
- Use different methods and approaches, such as focus group discussions and consultations with key staff.
- Develop a draft policy and circulate to the whole organisation for information and for their comments. This will also help to get buy-in from employees around hosting youth volunteers and help to avoid any negativity.

An example of a youth volunteer programme policy is provided at the end of this toolkit.

Generating resources and fundraising

A volunteer programme needs financial and non-financial resources, like any other programme does. The implementation of a youth volunteer programme without these required resources will only endanger the continuity of the programme and result in disappointment on all sides. In planning a youth volunteer programme, you should look out for potential funders with interest and passion for the work. Remember that a volunteer programme does not just happen; your organisation needs

to raise funds to ensure that your volunteer programme kicks off. It is therefore important to start fundraising as soon as possible.

The fundraising process will identify potential donors and request support from them for your particular area of work. You need to convince them that the work you plan to do using youth volunteers is necessary, relevant and important to the development of the country and the future of the young people in it.

When starting to fundraise as a volunteer supervisor, you need to ask the following questions, as these will influence the fundraising goals that are set.4

- How much money is needed to fund specific programmes and services, for day-to-day operations?
- Which current income source generates the largest share of income?
- Is that source expected to shrink?
- Which income sources are the most reliable?
- Which income sources are the least reliable?
- What funding or support can the organisation really count on?
- Which income sources, regardless of size, have the most growth potential for your organisation?

The role of the board of directors or trustees in fundraising

The organisation’s board of directors has an important role to play in the fundraising process. Specifically, the board will assist in defining the amount of funding that will be needed, specifying how funds will be utilised, developing strategies in raising funds, and drawing on their own networks to identify funding opportunities.

The volunteer stipend

A stipend is a form of financial remuneration provided to a volunteer performing voluntary work in an organisation. A stipend or allowance is not the same as a wage or salary being paid to a formally employed worker or staff member. It is important to keep in mind that volunteers will not have the same rights under the labour laws of the country as paid staff will.

A stipend is usually provided as payment for volunteers’ transportation costs and/or meals. The specific amount and frequency or schedule of payment should be clearly defined in the youth volunteer policy and the volunteer contract.

In most countries, a youth volunteer will not be given any money at all for volunteering. It is assumed that the volunteer will gain valuable work experience and new skills instead. In South Africa, however, it is somewhat different because of the socio-economic challenges that exist in the region. Many young people are not in a position to pay for transport, food or accommodation themselves. Yet it is essential for the economic growth of the country and indeed for the government to meet its constitutional obligations, that young people are supported to become active members of the society. Those who are unemployed will experience challenges in engaging themselves as volunteers because they cannot afford to pay for transport, appropriate work clothing or meals while performing their role. For these reasons, it has become the proper thing for host organisations to offer as a minimum a travel allowance and a small stipend to cover basic living costs. However, a host organisation can only provide financial support to youth volunteers when there are funds available to do so. It is of the utmost importance that all financial matters are properly explained and agreed between the host organisation and the youth volunteer before work commences.

For social change to happen there is a need to involve multiple stakeholders in addressing the various challenges society faces. And to reap the benefits of volunteerism, there is a need to get organised. This is a key thing.

Sizwe Nxasana, chief executive officer, First Rand Group

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4 National Consumer Supporter Technical Assistance Center National Mental Health Association, 2001 North Beauregard Street Alexandria, VA 22311.
The benefits of providing a stipend/allowance

Volunteers who receive a stipend and/or allowance of some kind might feel more valued and supported, and feel more optimistic about their experience. Making sure that the basic costs are covered will encourage greater commitment and volunteers will be less likely to drop out when getting the opportunity to have a paid job for one or a few days. When volunteers are provided with a stipend/allowance, they are likely to be more passionate about their work in the organisation, they are likely to encourage other young people to consider volunteering, and they will feel supported.

Consolidating the youth volunteer management programme

Developing a youth volunteer management programme requires a lot of planning. Before you start recruiting volunteers, you should have done the following:

- Identified the extent of the need for youth volunteering in your organisation.
- Aligned the youth volunteer programme to your organisation’s mission and vision.
- Written up the volunteer task descriptions.
- Identified the risk management factors and developed a strategy to deal with risk.
- Developed the youth volunteer programme policy.
- Raised enough funds, or identified needed resources, for the youth volunteer programme to be run successfully.

The PDCA Cycle

The PDCA Cycle is a simple and widely used tool that can be used for monitoring and evaluation. This needs to be incorporated into the planning stage of your work plan to be most effective. The PDCA Cycle means Plan – Do – Check – Act. The PDCA process provides a simple and useful tool to continuously plan, implement, evaluate and improve on the work being done in your organisation, in particular as it relates to the contribution that youth volunteers will be expected to make and how you will make the best use of their skills, energy and dedication.

It is important to go through the whole cycle so that any improvements become embedded in the work of the organisation. This will ensure that the new level of quality remains and the organisation can build on this so as to improve even further.

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CHAPTER TWO
RECRUITING, SCREENING AND MATCHING YOUTH VOLUNTEERS

Now that your organisation has decided to actively host youth volunteers and welcome them into the organisation, the real work begins! You need a strong process in place to screen the applicants, and then match the skills and interests to the specific work of the organisation. Before the actual recruitment, screening and matching of young volunteers begins, it is helpful to ensure that you have a meaningful volunteer programme in place that will be attractive to the youth. If young people approach the organisation themselves and express an interest in your work, find out what they are good at, what their interests and motivations are and be warm, relaxed and welcoming. It can take some time to assess the strengths of each young person, as they might feel unsure about what they can offer. Show these young people that your organisation accepts and respects the skills and commitment that they bring into your organisation or programme.

Recruiting youth volunteers

What is youth volunteer recruitment?
Recruitment can be seen as the process of locating potential youth volunteers. It needs to be carefully planned as this will determine the success or failure of the process. You need to identify likely resources and suitable candidates for your volunteer positions and also decide how and when to approach these possible candidates.

To recruit the right volunteers, it is necessary to first have a clear understanding of what motivates youth to volunteer. This will assist in drawing up the recruitment plan. Young people volunteer for a variety of reasons, including access to learning opportunities, a desire to help others, gaining
experience to improve their work opportunities, sharing their time and skills and avoiding boredom or isolation, a desire to play a role in their own community, or being in a position to identify other work opportunities.

Who is responsible for recruiting volunteers?
Recruitment of volunteers is usually the responsibility of the volunteer supervisor, who will know the type, qualifications and number of volunteers needed. In a larger or better resourced organisation, the recruitment of volunteers may fall under the Human Resources Department.

As a supervisor who is about to recruit youth volunteers into your organisation, it is important that you:

- Understand the need for youth volunteers in your organisation.
- Have defined and developed a good volunteer task description.
- Know exactly the skills, experience, type and number of young volunteers you need to recruit.
- Have identified and prepared the resources needed in recruiting volunteers (forms, office space, people to be involved in the recruitment process).
- Have identified and agreed on creative and appropriate methods for identifying and interviewing youth volunteers, such as churches, schools and youth clubs.

When and where does your organisation recruit youth volunteers?
An organisation starts to plan for and recruit volunteers when a need to involve volunteers arises and a decision to involve volunteers is agreed upon by the Board and the management team. Some of the possible situations are listed below:

- When an organisation has scheduled activities or forthcoming events where the services of volunteers are needed.
- When there is a lot of work to be done, or projects to deliver but the current staff is unable to respond fully to the demands.
- When organisations need volunteers to be part of their advocacy and campaigning work.
- When an organisation needs volunteer assistance to distribute information or promote membership or similar.
- When an organisation has to develop additional programmes and services.

The best places to locate and recruit volunteers will depend on the nature and scope of the volunteer tasks, the required skills and the proximity of the assignment. Some possible places include community service centres, churches, libraries, taxi ranks and transportation hubs, schools, colleges and service learning programmes where students are seeking internship opportunities. You could also advertise or invite applications through social media, your local print media and community radio stations.

How does your organisation recruit volunteers?
Volunteer recruitment is like advertising. You promote and market your volunteer programme and try hard to locate, attract and motivate potential volunteers. The benefits of volunteering at your programme must be shared as part of the marketing message so that young people can feel motivated and want to get involved. The “Five Golden Rules of Recruitment”⁶ are explained below.

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Look for people in the right place. Branch out of your comfort zone. We tend to recruit volunteers from our small circles or within groups of people with whom we are familiar. Get out of that mind set and look for volunteers in other places as well.

Engage volunteers to find new volunteers. Try to set up a network. If you can find an organisation in the wider neighbourhood, you could set up a system to exchange volunteers.

Remember that the number one reason given by people for volunteering is ‘because someone asked me’. Ask, ask, ask! Giving people written information or telling them about your organisation is not asking them, it is informing them. Be confident about this! There is no substitute for asking the direct question, ‘Would you like to volunteer for us?’

Try to keep a good record of all volunteers who are already engaged and ask them at the end of a project if you can contact them again for something new. Ask your volunteers to act as Ambassadors for volunteering within your organisation. This is based on the easy principle that each volunteer brings another one. Make it a contest!

A recruitment message can be adapted for a wide range of materials, from flyers and brochures to radio, videos, Facebook or Twitter, amongst others. Be sure your print and other media materials reflect the “look and feel” and quality of your programme in a professional way. Use attractive graphics that draw attention to the materials and always include the organisation’s logo and up-to-date contact information.

Keep in mind that the best way to recruit is through word-of-mouth – just asking people is the most effective way to attract volunteers!

Be clear on what you want people to do before you recruit them. Writing volunteer task descriptions forces you to be specific. Avoid the vague approach of “Do you want to volunteer?” This can lead to all sorts of incorrect assumptions about what the tasks may be. Instead try: “Would you be willing to co-ordinate the cookie delivery and distribution process next month?” It is more appealing to be asked to become a “service unit manager”, “troop leader”, or some other definable role rather than just being a ‘volunteer’. Titles matter!

Avoid the use of words or titles that no one would understand. Every organisation has its own vocabulary, which may not be understandable for people not engaged in the organisation, so adapt your wording. For example, don’t search for a virtual volunteer but for someone who is familiar with social media to look after your Facebook page. Be specific.
Recruitment messages should be user-friendly. The message should answer the youth volunteer’s unspoken questions. Reassure volunteers that they will be trained and well supported. Be honest and authentic – young people can always tell when something is not authentic. Use language that is familiar to your intended audience. When appropriate, translate posters and materials into languages other than English (and be sure someone carefully checks the translation). Whenever possible, use photographs and narratives to give a clear picture of the programme to the volunteers. However, do not use images or stories that are sad or discouraging. Visuals of your programme should convey a sense of excitement, hope and purpose. Ensure the photographs reflect the diversity of the pool of potential volunteers. To make your materials appropriate and appealing, always have someone who is representative of the people you are targeting to review a draft and give you feedback.

Why not use teasers? People can get attracted by a mystical message that in the end leads to volunteering. It is important to communicate in an authentic way but make sure that the style of communicating reflects the culture of the organisation. Be aware of that, as it creates expectations.

Volunteer recruitment methods

There are various methods that can be used to recruit volunteers. Be flexible and creative in choosing recruitment strategies. Try to reach as many potential volunteers as possible. The more people see and hear about the organisation’s recruitment campaign, the more potential volunteers will take notice of it and be encouraged to become involved. Choosing an appropriate recruitment method will ensure success in the recruitment process and in identifying suitable candidates.7

EXAMPLES OF VOLUNTEER RECRUITMENT METHODS

<table>
<thead>
<tr>
<th>Methods</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Word of mouth is one of the most effective and powerful methods of recruiting volunteers at community level.</td>
<td>Involve staff and volunteers and ask them to recruit volunteers from their communities, churches, schools, friends and friends’ offices. Advantage: They know what they talk about and can be persuasive. Disadvantage: Mostly people recruit volunteers they feel comfortable with which does not stimulate the diversity.</td>
</tr>
<tr>
<td>Advertising through the local community radio or newspaper.</td>
<td>Make use of advertising using local community newspapers and other free media.</td>
</tr>
<tr>
<td>Posters / Distribution of brochures / Newsletters / Leaflets or postcards</td>
<td>Spread volunteer recruitment messages in reaching out to a larger part of a specific community / population as target source for volunteers. This can be done by posting adverts in community halls, primary schools / colleges and other strategic places where people pass by. Be original as many organisations will use this to promote and recruit.</td>
</tr>
</tbody>
</table>

Chapter Two

RECRUITING, SCREENING AND MATCHING YOUTH VOLUNTEERS

Organising community events

An event such as "Mandela Day" "Youth Volunteering Day" or "World Aids Day" provides organisations with a great opportunity to recruit volunteers. Try to make yourself visible (example: caps, T-shirts with the logo of your organisation).

Use your own organisation's website, Facebook page or Twitter account effectively

New visitors to your site should immediately see that volunteers are involved and highly valued. Interested volunteers should be able to easily find an online application form and information on what volunteer positions are open and how to apply if interested.

Screening youth volunteers

What is volunteer screening?

Volunteer screening involves a careful examination of each application, work background or reference checks as a way of verifying information in the curriculum vitae (CV) and interviewing the most suitable volunteer candidates. The extent of screening for each position depends on the nature of the tasks to be performed by the volunteer.

Why is screening important?

Volunteer screening protects the organisation, staff, volunteers and community that will be served from possibly involving and placing unsuitable people in volunteer positions. Screening will become more important where volunteers are to be engaged to work in high risk positions or where a high level of skill is required, or confidentiality is especially important.

BASIC TOOLS FOR SCREENING VOLUNTEERS

<table>
<thead>
<tr>
<th>Task description</th>
<th>Basis for determining the requirements of the volunteer post.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application form</td>
<td>Provides information about the volunteer's contact details, work background, skills, competencies, motivations and references.</td>
</tr>
<tr>
<td>Interviews</td>
<td>Provides an opportunity for personal contact. This will help you in determining if the applicant is suitable for the position, depending on his/her qualifications.</td>
</tr>
<tr>
<td>Medical checks (where necessary)</td>
<td>Important to know about the volunteer’s physical and mental health as this can have an influence on certain positions.</td>
</tr>
<tr>
<td>Reference checks</td>
<td>Useful in confirming information provided by the volunteer around work background, skills, attitudes, and other relevant information that you want to ask.</td>
</tr>
<tr>
<td>Police record checks (Where necessary)</td>
<td>To ensure safety of staff and beneficiaries.</td>
</tr>
</tbody>
</table>

The volunteer should be fully informed about the screening process, so that she/he is able to respond to concerns or questions. The screening process also acts as a tool to develop good support for the engaged volunteers rather than functioning only as a way of excluding less suitable people from the organisation.

If you do have serious doubts about the competencies or character of a potential youth volunteer, that person should not be engaged by the organisation. However, if the concern relates to competency or experience, then keep the contact information of that person as they may be better suited for a position that might become available in the future.

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Volunteer interviews are an important tool in the recruitment and selection process. There are two important reasons for interviewing potential volunteers:

- Firstly, to identify the volunteer’s interests and abilities, determine his/her suitability for particular tasks and assess his/her suitability for the organisation, its style of operation and its mission.
- Secondly, to answer any questions or concerns that the potential volunteer may have and give the applicant the opportunity to decide whether the tasks and the organisation are likely to meet expectations.\(^\text{10}\)

Volunteer interviews should be conducted by a supervisor. It could also be useful to include others in the interview so as to provide different and more balanced views of the potential youth volunteer and ensure that a fair process has been followed.

The steps below explain how to organise a good youth volunteer interview.

**Before the interview:**

Prepare the questions. Print enough copies of the volunteer task description and the volunteer application form. You can find an example of a volunteer application form at the end of this Toolkit.

**Prepare the interview area:**

Choose a private, comfortable and accessible area and create a friendly atmosphere for the interview.

**Opening the interview:**

Welcome the volunteer warmly to make her/him feel comfortable and offer refreshments. Make some light conversation and do not appear to be rushed.

**Conducting the interview:**

Prepare structured questions and list any necessary information to give to the applicant. Also list any further information that you want to know from the applicant.

**Ask the applicant:**

- What do you know about our organisation and our programme?
- Why do you want to volunteer?
- What skills, interests and volunteer experience do you have?
- What are your personal strengths? Weaknesses?
- What are your expectations in becoming involved with our organisation?
- What kind of volunteer work do you prefer and love doing?
- What type of work environment would you like to have?

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\(^{10}\) Source: Casanet, Volunteer Recruitment Campaigns, 1997.
Share with the applicant:

- The purpose of the interview.
- The vision, programmes and services of the organisation and the purpose and role of volunteers within the programme.
- The volunteer task description, roles and responsibilities (give the candidate a copy of all this information).
- The organisation’s expectations and how the volunteer will be supported.
- The expected time commitment (frequency and duration).
- The available resources and possible reimbursements.

Additional information:

- Discuss the placement requirements: time commitments, training requirements, reporting, confidentiality, code of conduct and rules.
- Briefly review the interview to ensure that both parties understand the information in the same way.
- Invite the applicant to ask questions or share any comments and concerns so that the volunteer will get the full information.
- Share with the applicant what the next steps will be.
- Do not make the interview look like a cross-examination. Ensure the volunteer has space to raise questions and to contribute her/his own views. Recruiting a volunteer is different from recruiting a paid worker.
- Keep in mind that a volunteer can grow in her/his function.
- Give the candidate some time to absorb the information and to decide if she or he would like to step in as a volunteer or not. It is not only the organisation that is making a decision but the individual as well.
- Lastly, thank the potential volunteer for her/his interest and effort.

Selecting youth volunteers

Volunteer selection is about ensuring a good match between the prospective applicant and the placement requirements. The applicant must meet the requirements in terms of skills and experience and the placement must also offer what the applicant is looking for.

After candidates have been screened and interviewed, there will usually be one candidate that seems to be the most suitable for the position that needs to be filled. The aim is to match the volunteering opportunities, based on the interests and skills of potential volunteers, to the most appropriate person for the task.

Be aware of the fact that volunteers today are more critical, more demanding and more outspoken than a few decades ago. That is why a good match between your organisation’s and the volunteer’s needs and expectations is important.

Organisations recruit volunteers based on their overall interest and passion for volunteering and also based on their existing skills and knowledge that they believe will add value to a particular area of work or project. There will, of course, be potential volunteers who are found to be unsuitable for the post. It is important in such a situation to send a letter of regret and thank the volunteer for her/his interest. If you feel that you might recruit the volunteer some time in the future, inform her/him that her/his application will be reviewed at a later date, depending on the projects that become available in the future. If possible, connect or link volunteers to other organisations that are also looking for volunteers.

It is also necessary to give some thought to what the organisation will do if there are no volunteers that match, or if the right volunteer simply cannot be found.
The volunteer agreement

A recent study revealed that, “almost half of participating organisations do not make their volunteers sign contracts … and signing of a volunteer contract was not part of their volunteer management practice”\(^\text{11}\). There is also a lack of awareness on the part of hosting organisations about the benefits of having a contract, for both the youth volunteers and the organisation itself.

Once a volunteer has been interviewed, selected and informed in writing, a volunteer agreement is drawn up and discussed with the youth volunteer. There should be enough time given to this important task, to ensure the volunteer fully understands the agreement and feels comfortable about it.

The volunteer agreement is a type of contract or written guidelines that set out the agreement between the organisation and the volunteer. It clarifies expectations, support to be provided, and the roles and responsibilities of both the youth volunteer and the host organisation. Both parties must sign the agreement and it should be reviewed and updated regularly.

Why is a volunteer agreement necessary?

A volunteer agreement is an important part of organisational risk management strategy. It defines what the volunteer will be doing on behalf of the organisation and sets out the commitments that the volunteer is making to the host organisation and to the organisation’s values and policies. It also clarifies the volunteer’s rights and responsibilities, the role of volunteers and the expectations of your organisation, status as a volunteer and not an employee or paid member of staff, and it also agrees and assigns a responsible supervisor that the youth volunteer will work with. Finally, it sets out the commitments that the host organisation is making to the volunteer.

The volunteer agreement must be carefully worded and should seek to avoid any possible legal action by the volunteer. The volunteer should understand that the volunteer position has limited rights in terms of the labour laws and that financial benefits cannot be demanded. It is a volunteer position with minimal rights regarding financial compensation. An example of an outline of a volunteer agreement is included at the end of this Toolkit.


A VOLUNTEER AGREEMENT WILL INCLUDE:

- Volunteer job title
- Volunteer roles and responsibilities
- Obligations and duties of the organisation (training, insurance, support)
- Hours/days of voluntary work (availability)
- Location (areas of assignment)
- Person(s) responsible for supervision and/or support
- A set of guidelines or list of “do’s and don’ts” (code of conduct)
- Details of any probationary period
- References to other policies, holidays, or similar
- Expenses (transport / stipends / allowances)
- How the co-operation between the parties can be ended

I am living proof that volunteering transcends the traditional barriers of nationality, class, religion and cultural differences and that when young people are given the opportunity to interact and to experience through the diversity and multiplicity of cultures, religious beliefs, ideologies and systems that exist around them they can discover workable principles and elements that are common and sacred to all humankind.

Isaac Musyoka, Kenyan citizen of the world - and volunteer
Rights and responsibilities

Volunteers, like paid staff, have rights and responsibilities that they must comply with once they are officially involved in an organisation. It is important for any volunteer hosting organisation to define the rights and responsibilities of both the volunteers and the organisation.

The following are examples of what the agreed rights and responsibilities of both the volunteers and the volunteer hosting organisation could be. This will assist you as supervisor to develop rights and responsibilities for your particular situation.

THE RIGHTS OF VOLUNTEERS:

- To be protected against discrimination.
- To be recognized and acknowledged as individuals, with individual skills and talents.
- To have a safe and healthy workplace.
- To participate in an orientation process and training to enable them to carry out their work.
- To be trusted and supported in their work.
- To be provided with a clear and well-defined written task description.
- To participate in the decision-making of the organisation as well as the planning, monitoring and evaluation of their work area.
- To have opportunities for growth and constructive work performance feedback.

THE RESPONSIBILITIES OF VOLUNTEERS:

- To work according to the organisational vision, mission and goals.
- To accept the aims and objectives of the organisation.
- To respect the confidentiality of the organisation, staff and beneficiaries.
- To be honest and clear about how much time and commitment the volunteer can provide.
- To work as part of a team with both staff and other volunteers in the organisation.
- To know the limits of their authority and the areas in which they can make decisions without having to refer to staff.

THE RIGHTS OF YOUR ORGANISATION:

- To depend on the engagement of loyal volunteers.
- To terminate a volunteer appointment.
- To restructure the tasks of the volunteers, to limit and to change practicalities (in the best situation the volunteers will be informed and if possible engaged in these processes).
- To guide and discipline the volunteer if needed.

THE RESPONSIBILITIES OF YOUR ORGANISATION:

- To inform volunteers about the organisation and to provide all other relevant information that will make their stay safe and comfortable.
- To provide the necessary materials and tools so that volunteers are well equipped for their tasks.
- To ensure that volunteers can perform their tasks in the best possible circumstances.
- To ensure that volunteers are respected as volunteers, without abusing or taking advantage of them.
- To provide support and guidance for volunteers (training, education).
Volunteers and staff are viewed as team-players and partners in carrying out the vision and programmes of your organisation. Both groups have unique skills and talents that match up or complement each other while executing their roles and responsibilities.

Some young volunteers may feel anxious, intimidated or uncomfortable when arriving at the organisation for the first time. First impressions count! It is important to be fully prepared to welcome the new volunteer, so that she or he knows that your organisation is excited to host her/him and expects the volunteer to add value to your organisation’s work. Below is some guidance on how to organise and facilitate youth volunteer orientation and training.
What is orientation and training?

The difference between orientation and training is that:

<table>
<thead>
<tr>
<th>ORIENTATION</th>
<th>TRAINING</th>
<th>ORIENTATION AND TRAINING</th>
</tr>
</thead>
<tbody>
<tr>
<td>is the process that involves giving volunteers adequate background information on the organisation, its operations and its procedures.</td>
<td>is the process of instructing volunteers in the specific task-related skills and behaviour they will need to perform their particular volunteer task.</td>
<td>are the twin processes of providing volunteers with all the information they need to perform their tasks effectively.</td>
</tr>
</tbody>
</table>

Orientation and training are important tools that every volunteer hosting organisation should have in place. Orientation and training provide ways and means to enhance the knowledge, skills and attitudes of the volunteers in support of the tasks they will be carrying out. It is advisable to provide volunteers with additional training opportunities during the placement period to entrench their commitment as most volunteers become more motivated when they know that they are fully supported by the organisation.

The purpose of orientation

There may be questions as to why youth volunteers need orientation: “What’s in it for the volunteers?” “What’s in it for the organisation?” The advantages of having a youth volunteer orientation process in place are explained in more detail below.

Sharing information

The orientation programme helps new volunteers get to know the people, the programme and their tasks quickly and efficiently. It introduces them to your organisation, its mission and goals and its policies, culture, values and procedures.

Increasing confidence

An orientation programme helps the youth volunteer to better understand what the organisation does and so make her/him feel more comfortable and confident about tasks and clearly understand the purpose of what she/he will be doing.

Increasing enthusiasm

Volunteer orientation is an important part of maintaining the motivation and enthusiasm that stimulated the young person to want to volunteer. A positive orientation session affirms people’s decisions to work for your organisation and their belief that what they are doing is worthwhile.

Avoiding future problems

By explaining important information at the beginning of the process, you save time and energy that would be spent on questions, misunderstandings and misconceptions that may arise in the future.

The youth volunteer orientation process

Your organisation needs to decide who will be responsible for organising and facilitating its youth volunteer orientation and training. In most cases, the designated volunteer supervisor and other key staff help to facilitate the orientation and some of the in-house training needed by the volunteers.

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The orientation package

Providing a comprehensive orientation package is a very useful tool that will help to create a positive impression of your organisation and make it easier for the youth volunteer to have all the necessary information at hand when needed. The supervisor prepares and collects all the necessary information needed for the orientation. What goes into an orientation package will be based on the needs of the organisation and the volunteer programme. An example of an orientation package checklist can be found at the end of this Toolkit.

How to conduct your orientation

Below is an example of how to organise a volunteer orientation following its basic flow. This flow can be modified according to your organisation's volunteer programme. You can be creative in preparing volunteer orientation so as to make it more interactive and lively. For example, games can be introduced as long as these fit with the objectives of the orientation.

<table>
<thead>
<tr>
<th>Steps</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming volunteers</td>
<td>Greet and welcome volunteers to the orientation process.</td>
</tr>
<tr>
<td>Introduction of volunteers</td>
<td>Ask each volunteer to introduce herself/himself.</td>
</tr>
<tr>
<td>Set volunteers’ expectations</td>
<td>Ask volunteers about their expectations from this orientation. Explain and present the content of the orientation.</td>
</tr>
<tr>
<td>Introduction: About the Organisation</td>
<td>Information about the organisation:</td>
</tr>
<tr>
<td></td>
<td>• Historical background</td>
</tr>
<tr>
<td></td>
<td>• Mission and vision</td>
</tr>
<tr>
<td></td>
<td>• Rules / regulations / policies</td>
</tr>
<tr>
<td></td>
<td>• Code of conduct</td>
</tr>
<tr>
<td></td>
<td>• Programmes / services (including the volunteer programme)</td>
</tr>
<tr>
<td></td>
<td>• Safety and precautionary measures</td>
</tr>
<tr>
<td></td>
<td>• Logistical support</td>
</tr>
<tr>
<td></td>
<td>• Information/direction about transport accessibility/stipends/other support.</td>
</tr>
<tr>
<td>Question &amp; answer forum</td>
<td>Encourage volunteers to ask questions.</td>
</tr>
<tr>
<td>Physical introduction</td>
<td>Arrange a tour of the organisation and introduce volunteers to all staff (who is doing what), office amenities/facilities.</td>
</tr>
</tbody>
</table>

Getting a new youth volunteer settled in the organisation

You, as volunteer supervisor, are the best person to help a youth volunteer settle into a new organisation and role. It makes a big difference to volunteers to know that there is someone they can call on with questions or concerns. Formally introduce the volunteer to the staff and community they will be working with as soon as possible. They might be concerned that they will not remember everyone at once but at least the new volunteer will be known to all the staff and be made welcome.

Once the introductions have been made, it is time to show the new volunteers around the office and work space. Check that they are comfortable with the facilities and resources available to them. Explain any informal rules that exist, such as washing one's own coffee cup or labelling one's lunch box in the fridge.

Check that the volunteer has a clear and accurate understanding of his or her role and responsibilities and that they feel confident about their skills in this regard. You could also at this stage recap on their qualifications and experience. This will be the basis for determining what additional training the volunteer might need or desire. Provide details of any meetings they are expected to attend and explain the communication processes within the organisation, such as taking messages, intranet, e-mail protocol, phone call policy, or where to locate minutes of meetings or other important documents.
It is important to make time for feedback conversations with the new volunteer, especially during the first few weeks. This provides a mutual learning process for both parties. Young people always like to know how they are doing and be given the opportunity to improve themselves.

The purpose of training

Upskilling of volunteers can be done in various ways, such as coaching, mentoring, providing reading materials, learning exchanges or external training. Organisations establish training programmes for youth volunteers because it establishes a minimum competency that all volunteers are expected to have and because it teaches them skills that may be helpful to them elsewhere and may even help them get a paying job.

Training publicly acknowledges a necessary level of proficiency. It is a statement that the organisation is professional and capable of doing important work properly. It also shows that the organisation is interested in its volunteers and is willing to invest in them. Some organisations use training as a “weeding out” technique, making sure that volunteers who have signed up will be likely to live up to their commitments.

Planning a volunteer training programme

When planning any training, one must consider the following questions: What would someone need to know to feel comfortable and competent in carrying out their area of work? Who will run the training programme? How many volunteers need to be trained? What training do they need and which resources are available for the training? These are just a few of the important questions to consider in planning for a volunteer training programme. The process explained below may be helpful.

**DESIGNING A VOLUNTEER TRAINING PROGRAMME**

1. **Define the objectives that deal with knowledge, skills and attitudes.** The learning objectives basically describe what a participant should be able to know or do or feel at the conclusion of the training.

2. **Provide resources that will greatly enhance learning and relate it to presentation (handouts, activity sheets, training manual).**

3. **Select a moderate level of content.**

4. **Provide printed resources.**

5. **Write a budget for training.** Training can be done fairly inexpensively but it is never free. Typical expenses include equipment or room rental, trainer fees, staff time and catering.

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In summary, you need to review the training content in relation to the overall volunteer programme goals. Check the clarity of the training objectives, ensuring that the training addresses the needs of volunteers in support of their effective role performance.

A training needs assessment questionnaire can be used to determine the training needs of youth volunteers.

It is important that your organisation has a clear training policy. Is training compulsory for the volunteers or are they free to choose to follow the courses or not? What if a volunteer does not follow all modules of the training cycle? Does the further engagement of volunteers depend on the successful conclusion of the course?

Practical tips in planning youth volunteer training

The following practical and helpful tips can be considered when planning a youth volunteer training event:

- **Get the word out:** Send a note out to new volunteers reminding them of the times and places of the training sessions. If the training is expected to last for some time, ask for written or oral confirmation that they will be able to make all (or most) of the training sessions.

- **Make sure all the logistics have been worked out before each training session:** Make sure the room is clean and prepared, there are enough chairs, the speakers know what time to arrive and the acoustics are acceptable.

- **Pay attention to the physical comfort of trainees:** This is the first thing you should do when people arrive. Is the room too cold? Is it too hot? Do they need something to drink? Do they know where the bathrooms are? If people are physically uncomfortable, they will have a hard time listening to you and participating in the discussions and activities.

- **Set people at ease:** When trainings begin, people may be shy about getting involved in the discussion or about asking questions. Be understanding and sympathetic about such nervousness and try to find ways to reduce it. A comfortable learning environment can help put people at ease.
Running a training programme

The steps involved in the training programme

Below is a typical sequence for running a training programme that can be used as the basis to develop a training session.14

TRAINING SEQUENCE

<table>
<thead>
<tr>
<th>Beginning of training</th>
<th>Purpose of the session</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Learning objectives and key concepts</td>
</tr>
<tr>
<td></td>
<td>Climate setting, ice-breakers</td>
</tr>
</tbody>
</table>

| Middle of training   | Content developed around key concepts, done in logical fashion and building from theory to application, knowledge to skill. |
|----------------------| Selected training activities / learning methods vary from passive to participant phases: Lectures, role-play, slides, flip-charts, group activities, panel discussions, brainstorming, case study, dramatisation. |

Occasional breaks and energizers will be needed if sessions are longer than 90 minutes.

<table>
<thead>
<tr>
<th>End of training</th>
<th>Review and summarise content</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Have participants process the experience (What will I do differently when I return to my job?)</td>
</tr>
<tr>
<td></td>
<td>Conduct an evaluation to get a sense of the perceived value of the session to the participants. A true evaluation occurs if you can arrange a follow-up form whereby actual impact can be recorded.</td>
</tr>
<tr>
<td></td>
<td>For example: “As a result of the workshop in interviewing, I now see its value and have arranged to give half-hour screening interviews to volunteer candidates in my department.”</td>
</tr>
</tbody>
</table>

The last but most important part of the training process is to bring the youth volunteers back to the work situation and ask them to draw out some areas of agreement and a clear plan of action. Application of knowledge and skills from the training will take place the moment the volunteer goes back to the work placement. Your most important function is to facilitate that process and help volunteers translate the knowledge they have gained into action.

At the end of the training, ask the participants to complete the prepared training evaluation form. Take some time to discuss how the training went, find out what could have worked better and what lessons can be identified for both the trainer and the group for the next training.

Lastly, in the process of preparing your orientation and training, the following questions may be useful:

- Is your organisation fully prepared to welcome young people to volunteer in the organisation?
- Is there a proper orientation plan in place that is supported by management and staff, with at least one staff member assigned to support the incoming volunteer?
- Is there a plan in place that will provide youth volunteers with training or learning opportunities in support of the volunteer programme implementation?
- Will your organisation be able to support the desire of young volunteers to serve in the community so that they can gain valuable experience and skills?

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SUPPORTING YOUTH VOLUNTEERS

One of your responsibilities as a youth volunteer supervisor is to provide youth volunteers with the necessary support. Effective support encourages volunteers to feel part of the organisation. If volunteers are properly managed and supported, they will most likely be able to deliver and accomplish what is expected of them. Your role is to ensure that each young volunteer receives sufficient individual support, based on individual needs.

Principles of support

Volunteer support can be provided through coaching, mentoring and supervision, depending on what is relevant to the individual receiving support and it can focus on both personal and professional issues affecting the volunteer’s work.

Regardless of the methods of support\(^{15}\) it is necessary to take into account the principles of support, namely accessibility, flexibility, appropriateness and shared responsibility:

- **Accessibility** means that the volunteers must be able to access the provided support, which should be available at appropriate times and places.
- **Flexibility** means that the support strategies being provided are able to accommodate the needs of individuals.
- **Appropriateness** means that support strategies are applicable to the work the volunteers are undertaking.
- **Shared responsibility** relates to whether the support comes from a variety of sources, from within the organisation through staff and volunteers or from friends and relatives.

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\(^{15}\) Volunteer Programme Development & Management Course Handouts: A Collaborative Partnership between VSO Bahaginan & Searsolin, Xavier University, Philippines.
Coaching

Coaching\(^{16}\) is a process of teaching or upgrading skills, provided by either the volunteer supervisor or a senior co-worker. The purpose of effective coaching is not just to allow the youth volunteer to see what is being done but to understand it. There are three steps involved in effective coaching:

1. Demonstration of the skills to be learned or improved;
2. Observation of the youth volunteer trying out the skill; and
3. Feedback and analysis.

Coaching can be conducted through formal training sessions or through on-the-job training. Successful coaching requires the important elements of caring, competence, encouragement and patience.

Youth volunteers are required to facilitate a community meeting for your organisation. You, as volunteer supervisor, must assess whether the volunteers have the necessary knowledge, skills and confidence needed to run the meeting. You must then identify how many amongst the volunteers need to improve their meeting facilitation skills.

The volunteers will first observe how a community meeting is organised and conducted by you and learn about how best to facilitate a community meeting. They will also be told what to do:

- Before the meeting (logistical requirements and volunteer’s preparation mentally and physically)
- During the meeting (meeting objectives – reaching decisions – actions to be taken, as well as observations on the behaviours demonstrated by community members that can affect the process of decision-making)
- After / closing of the meeting (how the meeting will be adjourned – acknowledging and thanking members and cleaning up of the venue).

After the meeting, you will ask volunteers for their observations, impressions, learnings and insights. Volunteers could then be assigned the task of preparing for the next community meeting.

Prior to the actual running of the community meeting prepared by the volunteers, you must check with them as to the logistical preparations required to organise a community meeting. You need to assure the volunteers that they will learn the skills they want if they go through the experience of facilitating it by themselves.

During the actual facilitation of the community meeting, you will provide the necessary support by acting as co-facilitator.

After the meeting, you will provide feedback on what you observed during the actual community meeting. This would include discussing and highlighting volunteer strengths in facilitating as well as areas for improvement. You then agree on specific actions to be taken and allow the volunteers to try facilitating a community meeting again until they are skilled enough to run the meeting without your presence.

\(^{16}\) VSO – Jitolee, Kenya - A Chance to Change.
Mentoring

Mentoring can be defined as a developmental partnership through which one high-powered individual undertakes to share knowledge, skills, information, perspective and, most importantly, time to nurture the personal and professional growth of someone else.

Who could be a mentor?

Anyone with the necessary skills, commitment and time can be a mentor but mentors largely tend to be fairly well qualified people, leaders in their field or professional people in specific contexts. However, the main requirement is a willingness to commit to a few hours per month with the mentee.

The role of the mentor

As a mentor, the primary role will be to provide guidance and support to the mentee based on his or her unique developmental needs. At different points in the relationship, some or all of the following roles could be undertaken:

- **Coach/advisor**
  - Give advice and guidance, share ideas, and provide feedback
  - Share information on “unwritten rules for success” within environment/organisation

- **Resource person**
  - Identify resources to help mentee enhance personal development and career growth
  - Expand the mentee’s network of contacts

- **Source of encouragement/support**
  - Act as a counsellor for ideas/concerns about school/career choices; provide insights into possible opportunities
  - Provide support on personal issues if appropriate

- **Champion**
  - Serve as advocate for the mentee whenever the opportunity presents itself
  - Seek opportunities for increased visibility for the mentee

Supervision

Supervision can be used by volunteer supervisors as a mechanism to provide support to each volunteer. Supervision includes a variety of activities, such as establishing goals with the volunteer, observing the volunteer’s activities to achieve those goals, providing guidance so the volunteer achieves the agreed goals effectively and efficiently, evaluating the volunteer’s performance, rewarding strong performance, addressing any performance issues, and terminating the relationship with the volunteer when this becomes necessary.

Why is volunteer supervision important?

It helps your organisation facilitate and ensure effective communication flow between and amongst staff and volunteers. The success of a volunteer programme depends on how much you and staff are able to motivate and support the volunteers. If the work environment demonstrates motivation and support, the volunteers will likely be motivated to work and reach high levels of achievement based on what is expected of them.

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The difference between school and life?
In school, you’re taught a lesson and then given a test. In life, you’re given a test that teaches you a lesson.

Tom Bodett (via Think Exist.com)

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17 Volunteer South Africa, An overview on volunteering in South Africa Training Manual, Green Section, 2005
Benefits of coaching, mentoring and supervising youth volunteers

Coaching, mentoring and supervision are beneficial for youth volunteers as well as for your organisation.

The benefits for youth volunteers

There are many positive effects of coaching and mentoring for youth volunteers, such as:

- Development of the volunteers’ knowledge, skills and attitudes to deliver and perform better.
- Enhancement of the volunteers’ understanding and ability to integrate with the staff and community they work with.
- Enhancement of the volunteers’ abilities in responding to the challenges and changes that affect their work.
- Volunteers striving to achieve set and agreed placement objectives.
- Volunteers being given regular feedback on their performance.
- Volunteers experiencing fulfilment, motivation and feeling valued for their contributions.
- Volunteers becoming fully confident in what they’re doing.

The benefits for your organisation

Providing coaching and mentoring to youth volunteers will also have a positive effect on the organisation through:

- Developing team work between the volunteers as well as between staff and volunteers.
- Stimulating knowledge and skills development amongst staff while working with the volunteers.
- Encouraging volunteers to carry out their tasks effectively and efficiently.
- Enhancing effective communication amongst the volunteers, staff and communities as indicated by effective internal and external relationships.
- Increasing knowledge in utilising and mobilising the volunteers’ knowledge, skills and resources for the benefit of the organisation.
- Building up a positive image for the organisation.
Roles and responsibilities of a volunteer supervisor

It is preferable for the youth volunteer hosting organisation to have one designated and trained person as the volunteer supervisor who will be well-rounded and able to do the planning, recruitment, orientation, support and supervision and recognition of the volunteer contribution.

Because the quality of the relationship between volunteer and supervisor is so important, the choice of supervisor must made carefully. Of equal importance is the allocation of adequate resources for the supervision/mentoring/coaching of volunteer efforts: supervisory costs are likely to be the highest of all those associated with the management of the volunteer programme.18

In most organisations, the volunteer supervisor will be expected to:

- Manage and administer the organisation’s volunteer programme and activities.
- Define volunteer placement / assignment.
- Recruit, screen, interview and match volunteers for placement.
- Plan, implement and evaluate the volunteer orientation.
- Facilitate the volunteer’s training based on the identified needs.
- Value and respect the volunteer’s background, qualities and characteristics.
- Use the knowledge and skills that volunteers bring into the organisation.
- Act as a link between staff and volunteers (and possibly also between the volunteers and the Board of directors).
- Supervise volunteers regularly.
- Monitor volunteer activities.
- Plan, implement, monitor and evaluate the overall volunteer programme.
- Evaluate the performance of the individual youth volunteers.

Important tools for managing volunteers

Having the right tools will assist the process of managing youth volunteers and also promote transparency. Please find examples of these tools at the end of this Toolkit.

- A copy of the volunteer task and the placement descriptions.
- A copy of the volunteer agreement.
- A copy of the plan of action.
- The volunteers’ monthly meeting reports.
- The volunteer programme policies.
- Other relevant or specific tools as identified for your organisation’s needs.

Every organisation should have a supervision policy that includes a clear statement of the purpose of supervision, why the supervision is important to the organisation, how the supervision contributes to positive outcomes for users of the services, the expectations of supervisors and supervisees, and a clear statement on the frequency of supervision. The optimum frequency for supervision for an individual will depend on a number of factors like the experience of the volunteer, the length of time in the organisation, the complexity of the tasks and the individual’s support needs.19

It is recommended that every volunteer supervisor should have a written agreement with each person they supervise. The agreement should be reviewed periodically to ensure that all elements are being covered and that the agreement is still fit for purpose.


19 http://www.cwdcouncil.org.uk/assets/0000/2832/Providing _Effective_Supervision_unit.pdf
Evaluating youth volunteer performance

One of your most important functions as a supervisor is to evaluate the performance of youth volunteers. This should be done regularly and should always be carefully recorded. This will ensure that both the volunteer supervisor and the youth volunteer understand their roles, responsibilities and the organisational processes in the same way and it will help to avoid any misunderstanding. A volunteer management tool is provided at the end of this Toolkit which can function as a starting point for managing youth volunteer performance and can be adjusted to suit the specific needs of the host organisation.

Performance evaluation is a process of evaluating the volunteer’s effectiveness and efficiency, providing feedback, recognising areas for improvement and rewarding volunteers who are performing well. It is only fair to inform the volunteer when she/he starts volunteering at the organisation that she/he will be evaluated on the basis of her/his work performance in accordance with the agreed volunteer task description.

It is important for the volunteer supervisor to conduct volunteer performance evaluations because the benefits of doing so range from personal development (confidence and self-esteem) to enhancing knowledge and skills, assessing training needs, identifying performance variances and targets and documenting disciplinary issues. The benefits of conducting a youth volunteer performance evaluation are that:20

- It allows for a regular review of the youth volunteer’s performance.
- It helps to assess if tasks or objectives have been achieved and assists in planning and monitoring.
- It analyses variance in achieving planned versus actual targets.
- It identifies those factors which have either prevented or promoted the youth volunteer’s performance.
- It identifies and defines training needs for skills development and/or enhancement.
- It determines other support needed by the youth volunteer.

The information generated from youth volunteers will become the basis for making improvements that will help to attract and retain volunteers in the future. This is where organisations also value the experience of volunteers because these experiences will assist in strengthening its position at the community level. Remember that the volunteers should ideally become ambassadors for the organisation and may potentially be a future staff member or even a possible funder, so everything should be done to make the exit process a positive experience.

Criteria for evaluating youth volunteer performance

The grid below provides an example of how to prepare for a youth volunteer performance evaluation and the kind of information that will be needed. This information will then be discussed with the volunteer during one of the supervision conversations.

<table>
<thead>
<tr>
<th>Indicators/parameters for evaluation of performance</th>
<th>Modes for verifying performance</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Volunteer’s interpersonal relationships</td>
<td>Interviews (Staff / HR/ community members / peers)</td>
<td></td>
</tr>
<tr>
<td>2. Volunteer’s work competencies</td>
<td>Interviews (Staff / community members/ peers)</td>
<td></td>
</tr>
<tr>
<td>3. Volunteer’s accomplishments</td>
<td>Reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gathering of feedback</td>
<td></td>
</tr>
</tbody>
</table>

For the performance evaluation discussion, the volunteer supervisor could ask the youth volunteer to think about the following points and complete the grid:

<table>
<thead>
<tr>
<th>These kinds of tasks make me very happy …</th>
<th>I get nervous when I have to do these kinds of tasks …</th>
</tr>
</thead>
<tbody>
<tr>
<td>My strengths are …</td>
<td>I would like to learn the following things …</td>
</tr>
</tbody>
</table>

You can then discuss this together during the performance conversation.

When youth volunteers perform below expectations

It is important to consider the needs of the organisation and the project, the youth volunteer’s performance and service, as well as the organisation’s volunteer programme policies as a basis for dealing with a youth volunteer who performs below expectation. If the volunteer supervisor decides to terminate the services of a volunteer, she or he must ensure that the reasons and the process for termination are clearly explained. This is important because it will protect the rights of the organisation and also of the volunteer. Below are some suggestions for managing under-performing volunteers.

### Sub-standard youth volunteer performance

- Poor performance at work
- Poor delivery due to lack of clarity on the task or lack of supervision.
- Habitual absence and lateness
- Poor relationships with peers / colleagues
- Intimate relationships with staff / co-volunteers that is affecting work
- Insubordination

### Remedies for sub-standard youth volunteer performance

- Conference / one-on-one meeting
- Solicit suggestions from staff / volunteers
- Close supervision / job coaching / mentoring
- Issue a memorandum explaining the problem
- Suspension / termination / handling dismissals
- Counselling
- Review selection process, policies, contract
- Conduction investigation/due process
- Review match between volunteers and tasks
- Provide clarity on the tasks
- Verbal warnings

### Ending a youth volunteer relationship

Terminating the relationship with a youth volunteer is a difficult decision to make for any volunteer supervisor, especially if a volunteer has been helping the organisation for some time. The relationship can only be terminated if there has been serious misconduct that has happened repeatedly and only after several verbal and written warnings were issued and remedial actions were taken. However, if a youth volunteer commits a serious breach of conduct, the organisation may immediately seek to terminate the relationship.

The basis or grounds for terminating the services of a youth volunteer should be included in the agreement that will be signed by the youth volunteer at the time of orientation.
Your organisation will have to define the types and seriousness of offences that youth volunteers might commit which would present a financial, practical or reputational threat to the organisation. Clear procedures for terminating the services of youth volunteers must be established. Your organisation might need to seek legal advice before terminating the relationship with a youth volunteer.
CHAPTER FIVE

RECOGNISING THE CONTRIBUTIONS OF YOUTH VOLUNTEERS

Every active volunteer deserves to be appreciated and recognised. Ways of giving recognition vary from one organisation to another. Some volunteers may be given certificates, gifts, plaques of appreciation or recommendation letters, while others may be invited to apply for a job within the organisation. Any form of recognition will definitely make the volunteer feel good. Remember, it is not about the cost or amount of recognition, what matters is the generosity and motivation of the organisation in promoting and upholding its youth volunteers.

It is your task as volunteer supervisor to identify and define youth volunteer recognition strategies and actively promote acknowledgement of the value of youth volunteers’ contributions in your organisation.

What is volunteer recognition?
Volunteer recognition is the process of rewarding and motivating young volunteers who have contributed to the organisation and to the community at large. Recognition is part of the formal and informal operations of the volunteer management programme. It happens in an informal way every time a “thank you” is said and it happens formally where volunteers are acknowledged through celebrations and recognition events.

Appreciating volunteers validates their important contributions, since all volunteers appreciate being acknowledged for the difference they are making in others’ lives. Young volunteers feel good and motivated to work and go the extra mile when they see and feel that the organisation and community appreciates their contribution.

Volunteers are the only human beings on the face of the earth who reflect the nation’s compassion, unselfish caring, patience, and just plain loving one another.

Erma Bombeck, American author
Proper recognition helps to boost their confidence and enhances the sense of belonging and building of relationships with staff. It also contributes to strengthening a culture of commitment by all the staff who will be proud to work in an organisation that is seen as being professional, supportive and caring.

Guidelines for managing youth volunteer recognition

Where the organisation has a formal approach to acknowledging volunteers, it becomes important to check that no-one is overlooked. Where certificates are awarded at the end of an engagement, make sure the names are spelt correctly. Surprise acknowledgements are often the best ones! Be creative about acknowledging people but be careful not to create expectations that might lead to disappointment in the future. For example, if volunteers are given a box of chocolates at every awards ceremony they will come to expect this. If for some reason there are no chocolates, they will be disappointed. On the other hand, if they do not expect chocolates and then find a wrapped box on their chair, this will be a lovely surprise that creates a huge amount of positive energy and goodwill for the organisation.

Volunteer recognition is usually either an “award” or a “reward”:

<table>
<thead>
<tr>
<th>AWARDS</th>
<th>REWARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards are the regular provision of tokens of recognition to youth volunteers, both in a group and on a one-to-one basis. Awards are particularly useful in generating a sense of group involvement among volunteers who do not often have an opportunity to gather together.</td>
<td></td>
</tr>
<tr>
<td>Rewards are the more intangible day-to-day activities of recognition and motivation that are given to volunteers. These include saying ‘thank you’, giving respect and equal status to volunteers, involving volunteers in staff meetings on a regular basis, maintaining a personal interest in the volunteer, spending time and effort in supervision and giving the volunteer more responsibility. Rewards tend to be the more effective “long-run” motivators for volunteers. Rewards do not have to be monetary or financial, but can also be the provision of opportunities or special experiences.</td>
<td></td>
</tr>
</tbody>
</table>

Recognition of youth volunteers does not have to be linked to a large budget. For example, departing volunteers could be given a picture frame that has been hand-made by a community project with a photo of themselves or their group in it. A personal message from a community leader, the organisation’s leader or the chairperson the Board will always be welcomed and appreciated. The most important thing is to show the youth volunteer that she or he is seen as a valued individual and not just one of a group that is passing through.

Volunteer supervisors who properly understand the motivation that drives youth volunteers will be in a good position to acknowledge their contributions in the most appropriate way.

Easy ways to ensure your organisation’s youth volunteers feel valued

Recognition can begin early. A card of welcome sent to a new volunteer or a small welcome party immediately makes the person feel appreciated and valued, and sends a strong message that your organisation holds the right values. In the same way, if a youth volunteer is experiencing a difficult time, whether for personal or professional reasons, acknowledge that they are human and that the organisation understands and sympathises with their challenges.

The most effective volunteer recognition occurs in the day-to-day interchange between the volunteer and the organisation through the staff expressing appreciation for the work being done by the volunteer. This also contributes to a general culture of goodwill among co-workers.
Building our Youth for the Future
Capacity Building Tool Kit

Young volunteers like to see tangible results of their efforts. Try to showcase the results that they have achieved through their volunteering. This could be done through sharing brief reports on the organisation’s intranet or having the youth volunteer make a presentation at the next staff meeting.

You can, for example, commit to accompanying the youth volunteer on a field trip or to a particular event. This will promote a supportive relationship and the youth volunteer will feel proud to represent your organisation together with you.

 Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.

Leo Buscaglia, author and motivational speaker

Each organisation has its own unique ways of recognising volunteers. These can be both formal and informal. It is important that the kind of recognition being given is suited to the personality and achievements of the individual youth volunteer.

<table>
<thead>
<tr>
<th>Informal ways</th>
<th>Formal ways</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Offer praise and thanks to volunteers while on the job.</td>
<td>• Write letters of thanks.</td>
</tr>
<tr>
<td>• Acknowledge volunteers in organisational publications / newsletters.</td>
<td>• Provide funding for training courses, conferences and seminars.</td>
</tr>
<tr>
<td>• Reimburse out-of-pocket expenses.</td>
<td>• Present volunteer awards.</td>
</tr>
<tr>
<td>• Listen to volunteers’ ideas.</td>
<td></td>
</tr>
<tr>
<td>• Invite volunteers to functions and events.</td>
<td></td>
</tr>
</tbody>
</table>

There are also different ways of recognising youth volunteers based on the individual’s needs, motivations, contributions and accomplishments.

**EXAMPLE**

The Volunteer Centre in Cape Town recognises their volunteers in the following ways:

<table>
<thead>
<tr>
<th>Commmencing and recognising volunteers’ contributions by giving small gifts, and by publishing their volunteering experiences in the website and annual report.</th>
<th>Making volunteers feel a sense of belonging and being part of the organisation by providing them with t-shirts, track top or fleece, backpack or a small trophy.</th>
<th>Volunteers are referred to attend training outside of Volunteer Centre [e.g. Community Chest] as part of their continuing training and education. Some young people started as volunteers and later became regular staff.</th>
<th>Identified volunteers with experience in specific programmes are given the opportunity as facilitators during orientation, training and field exposure.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers received small gifts after their placement.</td>
<td>Volunteers received VC backpack and sponsored t-shirts during Mandela Day event.</td>
<td>Volunteers attended a workshop.</td>
<td>Volunteer facilitated a debate around gender issues amongst the Youth.</td>
</tr>
</tbody>
</table>
Other ways to recognise and acknowledge the contribution of volunteers in your organisation are listed below.

RECOGNISING THE CONTRIBUTION OF VOLUNTEERS:

- Organise a fun weekend for volunteers.
- Offer volunteers job opportunities at the organisation.
- Provide opportunities to be part of an international exchange programme and/or Summer Camps.
- Consider the provision of airtime and access/use of internet.
- Upskill long-term volunteers by sending them to accredited training or a one-year diploma course.
- Give volunteers a once-off honorarium or gift cards or a voucher as a token of appreciation.
- Involve volunteers in the volunteer management committee and other leadership roles.
- Feature the best performing volunteers on the organisation’s website and share their stories or testimonials.
- Upload a film clip of volunteers’ testimonials on the website and/or publish volunteers’ project accomplishments in a local newspaper.
- Present a trophy, issue a certificate or provide a job referral letter.
- Invite volunteers to a special function or invite them out for a meal at a restaurant.

Retaining youth volunteers

When youth volunteers are happy and find meaning in what they are doing, when their co-workers treat them with respect, when they feel part of the organisation and when their efforts and accomplishments are appreciated, they will be keen to continue with volunteering work and serve the broader community. This starts with the orientation and training process and regular supervision sessions, and appreciation and recognition of their contributions.

Most youth volunteer hosting organisations retain young volunteers on the basis of their active involvement and commitment to the project, when positive work ethics and attitudes are strongly demonstrated while carrying out their duties and responsibilities, and when young volunteers bring to the organisation their skills and personal attributes that add value to the overall programmes and services of the organisation.

It is beneficial to the organisation to retain good youth volunteers for the following reasons:

- The recruitment and screening process of new volunteers is costly and time-consuming.
- Retaining volunteers means making use of what the organisation has invested already in upskilling and training.
- Retained volunteers could serve as ambassadors of the organisation.
- Retained volunteers facilitate an ongoing connection with incoming and future volunteers.
Strategies to retain youth volunteers

Every youth volunteer hosting organisation should have a youth volunteer retention strategy that is linked to its policies and grounded in the vision and mission of the organisation.

A good youth volunteer retention policy should value and recognise the contributions, commitment, passion and dynamism of young people and form part of an overall human resource commitment to the best possible management of all staff in the organisation. Some useful retention strategies are listed below.

<table>
<thead>
<tr>
<th>Career enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Help volunteers acquire new skills and relate this to the job market</td>
</tr>
<tr>
<td>• Provide opportunities for advancement by building in “career” ladders</td>
</tr>
<tr>
<td>• Train in resume writing and job interviews</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Show your appreciation often and honestly in various ways – which are specific to</td>
</tr>
<tr>
<td>the individual youth volunteer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meaningful work</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make the work meaningful and avoid wasting the volunteer’s time</td>
</tr>
<tr>
<td>• Make good matches from the start</td>
</tr>
<tr>
<td>• Create positions which are diverse in tasks</td>
</tr>
<tr>
<td>• Periodic orientation that links volunteer assignments to the broader mission of</td>
</tr>
<tr>
<td>the organisation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personal growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Allow the volunteer to develop within the programme</td>
</tr>
<tr>
<td>• Provide the volunteer with opportunities that he/she wouldn’t get if he had not</td>
</tr>
<tr>
<td>been involved in volunteering</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Respect</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Treat volunteers as staff, for example by inviting them to attend staff meetings</td>
</tr>
<tr>
<td>instead of being left to answer the telephone</td>
</tr>
<tr>
<td>• Invite a volunteer to your management team meeting and give them a voice within</td>
</tr>
<tr>
<td>the organisation</td>
</tr>
<tr>
<td>• Listen to their recommendations/take their advice</td>
</tr>
</tbody>
</table>

The supervisor should consider various factors in systematising volunteer recognition and retention strategies. It is important to look at volunteers’ motivational needs, create an atmosphere where volunteers can feel that they belong and are part of the organisation, respect and value the diversity of volunteers based on their race, gender, cultural and religious backgrounds. Appreciate and celebrate youth volunteers’ achievements and accomplishments.

Letting go of youth volunteers

Volunteers will at some point leave the organisation because of various reasons. It is important to reflect on the experience for both parties, the organisation and the volunteer. This can be done using an exit interview.

An exit interview\(^{21}\) is an interview or meeting held with a departing youth volunteer. It is an excellent technique to gather honest and accurate information about the work environment, day-to-day job concerns, managerial style, workplace ethics and the morale of the youth volunteer.

Exit interviews are important because they provide youth volunteers with the opportunity to give and receive important feedback around programme management, the youth volunteer’s contribution and the impact of their work on the organisation. If a volunteer exit interview is conducted properly, it also allows the volunteer to leave the organisation with dignity and become a positive ambassador for your ongoing work.

Conducting an exit interview

An exit interview is best conducted by someone other than the volunteer supervisor and preferably by a trained volunteer team of “exit interviewers”. It is important that the interviewer maintains a neutral position, asks open-ended questions and avoids any type of defensiveness. Some possible questions for the exit interview are:

---

What brought you to our programme?
Why did you decide to leave?
Did you receive adequate information about the position you were filling? If no, what more could we have done?
Was training adequate for your needs? If not, what else might we have offered?
What do you think we need to change to enhance volunteer opportunities in our organisation?
What things should stay the same in our programme?
Did you have concerns during your service period that you were uncomfortable discussing with the volunteer supervisor?
What would you change? What can be improved?

It is important to carefully record the exit interview and ensure that it accurately reflects the experiences of the outgoing youth volunteer. This serves both as a protection for the organisation in relation to good human resource practice as well as labour law requirements. It also provides useful information to draw on when reviewing the youth volunteer programme.

A letter of reference should be provided to the departing youth volunteer. At minimum this should state the period of engagement and the duties performed. Where the youth volunteer met expectations, a letter of recommendation may be provided which gives more detail regarding the quality of the performance. An example of such a letter is provided at the end of this Toolkit.

Building your youth volunteer network

Staying connected with former youth volunteers, particularly those who served the organisation diligently and benefited from the organisation’s training and development can bring immense benefits to organisations. These volunteers could become the ambassadors or representatives of your organisation and publicise the work that is being done and needs support.

Former volunteers can potentially build the organisation’s networks by introducing new contacts, volunteers and donors. Remember their important contributions, their time, energy and ideas. They have already assisted programme delivery in the community through your organisation and thereby improved the quality of people’s lives. They might continue their own involvement with the organisation by re-volunteering in the future, becoming donors or sharing their networks with you.

Social media now provides a good tool to maintain contact with the volunteer alumni of your organisation and to keep them informed and interested in your work.

Some ways to keep former volunteers involved:

- Find out how the volunteer wants to maintain his/her involvement with your organisation in your exit interview.
- Include him/her in the marketing database and share information updates.
- Share your newsletters, annual reports and maintain awareness of the organisation’s work.
- Invite them to future activities, whether formal or social, organised by your organisation or staff.
- With permission, consider including stories about them in promotional materials such as the website.

CHAPTER SIX
MONITORING AND EVALUATING THE YOUTH VOLUNTEER PROGRAMME

What is volunteer programme monitoring?

This is a continuous process of gathering and collecting relevant information and figures through observation and recording of activities around the volunteer management programme.

The following are examples of useful questions that the volunteer supervisor should consider in establishing relevant data as part of monitoring:

1. Number of volunteers interviewed / screened?
2. Number of volunteers recruited?
3. Number and backgrounds of volunteers in terms of age, sex, education, race?
4. Number and duration of volunteer engagement? (Once-off, less than 3 months, 6 months?)
5. Number of volunteers involved and type of work in which they were engaged?
6. Number of volunteers and types of orientation and training received?
7. Number, type and frequency of supervision provided?
8. Number and kind of recognition awarded / rewarded?
9. Number of volunteers retained?
What is volunteer programme evaluation?

Evaluation requires the use of information that was collected so as to respond to questions around the effectiveness (or otherwise) of the volunteer programme and management. You will be able to identify areas of improvement and validate programme outcomes. Below are some examples of such questions.

It is important that evaluation questions are raised and answered while the programme is in operation and not after the event. This will allow the volunteer supervisor and staff to identify problems and make necessary changes while the programme is still operational. It will also ensure that participants are available to provide information for the evaluation.

Start asking questions like: Is the community benefiting from our programme? How many beneficiaries did we reach and serve? Of the total targets we set, how many did we achieve - are there adequate numbers of them? Are programme strategies in recruitment, supervision and recognition of volunteers working? How many volunteers are satisfied with the services or training that our programme provides? Do we have competent staff that can provide the services, train and supervise our volunteers? Do we have enough volunteers involved in the programme?

Two-way feedback during the evaluation process allows for a high level of evaluation and conducting regular monitoring and evaluation (M&E) discussions will help to ensure that the needs of the organisation, community and youth volunteers are being met. Evaluating your volunteer programme helps you to increase volunteer satisfaction, upgrade the programme to improve services, improve efficiency and reduce costs, identify problems and solutions, and determine what works and what does not.

Keep in mind that youth volunteer evaluation should not be the only means of programme evaluation. In addition to the volunteers themselves, other sources of feedback include the staff, the community, donors or clients and stakeholders generally. Think about whose input is important in determining the programme’s success and obtain information from those groups or individuals. How the information is gathered is just as important as who provides it.

23 Developing and Managing Volunteers, evaluating volunteer program, Independent Study 244.a, May 2010, FEMA
Objectives of monitoring and evaluation

Monitoring and evaluation are a most important aspect in the process of managing a youth volunteer programme and regular M&E promotes improved planning, best practice and accountability.

M&E of the youth volunteer programme will allow the organisation to further increase youth volunteer satisfaction, upgrade the programme to improve services, improve efficiency, reduce costs, identify problems and solutions, and determine what works best. It will also examine all aspects of the work that are necessary to build and maintain a strong youth volunteer management programme that meets the needs of the organisation, beneficiaries and the individual volunteers.

M&E must be conducted regularly. Any information gathered from M&E activities will help improve the programme and will guide the supervisor in setting the overall standards for planning and implementation. It gives a sense of how effective the programme is and what is working well (or not) in the programme.

Methods and tools used for M&E of youth volunteer programmes

There are four widely used best practice methods for evaluating volunteer management programmes24 and these could be adapted to suit your particular organisation’s M&E needs.

The information gathered from monitoring and evaluation may identify areas where there is a need to seek specialist guidance to improve the programme.

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When does M&E take place?

Ongoing periodic or regular monitoring should take place throughout the programme implementation. Monitoring is implemented to ensure successful outcomes in each volunteer management area. Regarding evaluation, there is a Pre-Evaluation during the planning stage, a Mid-Term Review to assess the progress of the programme and volunteers and finally a Post- or Final Evaluation to assess the achievements and gaps of the overall youth volunteer programme.

Some of the most important reasons for conducting M&E early on in the programme include:

- To improve volunteers’ work by identifying the programme’s weaknesses, strengths, what needs to be changed and how to bring about these changes.
- To measure the impact of the programme on the organisation, staff, community and volunteers.
- To identify strategies in raising additional funds to sustain the implementation of the programme.
- To inform the funders and community about what the programme does and how it assists the target beneficiaries by providing them with evidence of its effectiveness.

Ongoing evaluation is important in maintaining and improving effectiveness of the programme. The diagram below explains the cycle of monitoring and evaluation.
SOME PRACTICAL TIPS TO STRENGTHEN M&E

- M&E is best done as a team effort. Although you as the volunteer supervisor are responsible for running the programme, you can ask for the necessary assistance and co-operation from other staff and volunteers. It works well to establish an evaluation team for the administration of monitoring and evaluation in the organisation in general.

- Include clearly defined monitoring and evaluation processes when planning a volunteer programme.

- Ensure that monitoring and evaluation reflects the goals and objectives of the programme.

- Make use of available documents as sources in generating needed information, such as minutes of volunteer meetings, monthly progress reports, activity photos, attendance registers, news clippings of volunteer events, volunteers’ applications and advertisements.

- Decide what to monitor and evaluate. Will the whole programme be evaluated or only a particular component or aspect?

- Consider the experiences, knowledge and skills of staff and those that will be involved in the monitoring and evaluation processes.

- Consider identifying and motivating volunteers who could be of help in planning and implementing the volunteer programme evaluation.

- Identify and make use of staff, volunteers and beneficiaries who are involved in the project to participate in the evaluation process.
CONCLUSION

The importance of encouraging young people to become volunteers is widely acknowledged. In some countries, this is largely done to obtain work experience, and for young people to feel that they play a meaningful role in their society. In countries like South Africa, however, where there are many developmental and societal needs that remain unmet and where resources are scarce and needs are growing, youth volunteers play a very important role in strengthening the work of civil society organisations and expanding the reach of their work into communities in need.

Establishing a meaningful, well-run and professional youth volunteer programme in a civil society organisation can be a real win-win situation for everyone concerned. Young people will feel that they are valuable citizens and have something useful to contribute. In a context of very high levels of youth unemployment, this is an important factor since it will also provide those young people with an insight into the world of work, an opportunity to function in a professional environment, and direct work experience that can give them an added advantage in the workplace.

As a host organisation, which, like many civil society organisations, largely operates in a context of expanding needs and reducing resources, having extra people to help in the organisation can make a significant contribution to the work that you are able to deliver to your constituencies and communities. This can only add value to your professional reputation, in that you will be seen as an organisation that cares not only about delivering an extended and professional service but also as an organisation that supports the national development imperatives of the country in a practical and tangible way.

It is the sincere hope of the NYDA and its valued partners in development that this toolkit will become a meaningful resource and play a useful role in encouraging civil society organisations to confidently create spaces in their organisations for youth volunteers and to support them in a spirit of equality, mutual trust and respect, so that all stakeholders are able to derive the maximum value from youth volunteers across our country.

We are responsible for ourselves. Government and the private sector are contributors, but ultimately is it us as civil society organisations who bring about real change.

Participant, Knowledge Network Seminar, March 2013
USEFUL DOCUMENTS

The following templates have been provided for volunteer hosting organisations to modify to suit their own purposes. These may also be obtained electronically from the NYDA website.

1. Youth volunteer task description
2. Youth volunteer policy
3. Youth volunteer indemnity form
4. Youth volunteer application form
5. Youth volunteer code of conduct
6. Orientation folder checklist
7. Youth volunteer agreement
8. Youth volunteer management tool
9. Letter of recommendation for youth volunteer
### YOUTH VOLUNTEER TASK DESCRIPTION

**Job Title**  
Volunteer events organiser

**Purpose**  
To organise and facilitate the planning and implementation of the organisation’s events.

**Key responsibilities**  
- Organise all logistical details of events like workshops, Annual General Meeting & specific functions of the organisation.
- Co-ordinate the bookings of venue and catering.
- Submit requisitions for equipment & materials needed.
- Attend regular staff meeting held every 1st Friday of the month to report on progress & developments of the project and challenges encountered.
- Adhere to the vision and mission of the organisation.

**Location**  
The volunteer will be based at the office but will also do fieldwork when needed.

**Supervision**  
The volunteer will report directly to the volunteer supervisor, who will be responsible for supervision, coaching, mentoring and training of the volunteers.

Supervision will be done twice a month to discuss plans, challenges affecting the volunteer and to give feedback on the volunteer’s performance.

**Length of appointment**  
The length of the volunteer service will be 6 months.

**Time commitment**  
The volunteer will serve 4 days a week from 9:00 – 1:00.

The organisation allows the volunteer to extend his time of work when necessary.

**Qualifications**  
The volunteer must have:
- Completed Grade 12.
- Knowledge of the organisation & community.
- Public relations experience.
- Patience & perseverance in dealing with the members of the organisation and the community its serves.
- A copy of police clearance certificate.

**Benefits**  
- Provision of T-shirt.
- Reimbursement of transportation expenses.
- Attendance at organisation’s parties and gatherings.

**Support provided**  
- Volunteer orientation.
- Volunteer handbook.
- Stationery.
- Training opportunities and exposures.
YOUTH VOLUNTEER POLICY

(Put your organisation’s information here)
The XXX is one of the largest and longest established NGOs in the country. XXX mobilises local and international youth volunteers for their various community development programs servicing women, children and youth. It is through volunteer involvement that the XXX’s capacity increases in fulfilling their mission. Below is a sample outline of the XXX Volunteer Policy.

XXX Mission statement

XXX Objectives

XXX Statement of commitment

1. TYPES OF VOLUNTEERS: (Descriptions of each type)
   1.1. Occasional volunteers
   1.2. Regular volunteers

2. GUIDING PRINCIPLES
   The volunteer policy is guided by the following principles:
   2.1. All regular volunteers will sign the volunteer agreement.
   2.2. Volunteers and staff will work together within the organisation’s rules, policies and procedures

3. GOOD PRACTICE GUIDELINES
   1. Recruitment
   2. Volunteer agreement and work outline
   3. Induction, Information and Training
   4. Support and supervision
   5. Health and safety
   6. Expenses
   7. Insurance
   8. Recognition and rewards
   9. Retention
   10. Record keeping
   11. Programme monitoring and evaluation
   12. Confidentiality
   13. Resolving concerns

4. POLICY REVIEW
   XXX volunteer committee will review the volunteer policy periodically or as the need arises.
YOUTH VOLUNTEER INDEMNITY FORM

Youth volunteer indemnity form

Organisation
Activity
Place of activity
Departure date & time
Return date & time

AGREEMENT OF VOLUNTEER PARTICIPANT
I fully understand that I do not hold ______________________, its officers and employees responsible for any liability and claims arising out of or in connection with my voluntary participation in this activity.

I hereby release and discharge the above organisation from all liability arising out of or in connection with the above-described activity. I understand that participation in the above-mentioned activity is voluntary.

In the event of any illness or injury, I hereby consent to medical treatment and hospital care from a licensed physician as deemed necessary for my safety and welfare. It is also understood that the resulting expenses will be the responsibility of the Volunteer.

I HEREBY AGREE to comply with all of the above statements.

Name of volunteer: ____________________________
ID number: ____________________________

Volunteer’s address: ____________________________
City: ____________________________ Phone number: ____________________________

Signature of volunteer (18 years or older) ____________________________ Date __________

Signature of witness ____________________________ Date __________
# YOUTH VOLUNTEER APPLICATION FORM

## Full-time volunteer

*Application form*

### Personal details

<table>
<thead>
<tr>
<th>Full name:</th>
<th>First name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last name:</td>
<td></td>
</tr>
<tr>
<td>Nickname:</td>
<td>Maiden name (if applicable):</td>
</tr>
</tbody>
</table>

**Address:**

**Tel.:**

**Fax:**

**E-mail:**

**Birthdate (d/m/y):**

**Gender:**

- [ ] Male
- [ ] Female

**Birthplace:**

**Nationality:**

**ID or Passport Number:**

**Marital status:**

- [ ] Single
- [ ] Widowed
- [ ] Engaged
- [ ] Divorced
- [ ] Married
- [ ] Remarried

**Number of children:**

<table>
<thead>
<tr>
<th>Names of children</th>
<th>Age</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
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</table>

**Name of contact person in case of an emergency:**

**Tel:**

**Address:**

**Relationship:**
Educational/Work Experience Information

*Education*

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<tr>
<th>Name of school/institute:</th>
<th>1.</th>
<th>Date attended:</th>
<th>Certificate/degree:</th>
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<tr>
<th>Name of school/institute:</th>
<th>2.</th>
<th>Date attended:</th>
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<tr>
<th>Name of school/institute:</th>
<th>3.</th>
<th>Date attended:</th>
<th>Certificate/degree:</th>
</tr>
</thead>
</table>

Birthdate (d/m/y):

What languages do you speak? Indicate fluency level (1=poor, 5=excellent):

Have you worked with people of other cultures and races? Please give details.

*Work experience (past 5 years)*

<table>
<thead>
<tr>
<th>Position</th>
<th>Organisation</th>
<th>Dates</th>
<th>Reason for leaving</th>
</tr>
</thead>
</table>

What is your present job, or alternatively, what are you doing presently?

Describe leadership experience and positions you have had, if applicable.
What job did/do you enjoy most and why?

Do you have other skills or work experience?

What are your hobbies and interests?

Have you been recruited for any area in particular? If so: by whom?

With which type of work activity would you like to participate? Prioritize choice(s).

- Speaking on courses
- Facilitating small groups/discussions
- Leading activities for students (e.g. drama, games, etc.)
- Follow-up for students
- Maintenance/construction work (If so name any skills in this area that you have)

- Human Resources/Counselling
- IT/Computer repair
- Staff training/development/mentoring
- Marketing/public relations/Fundraising/Media
- Administration/Office support/Finance
- Other, specify:
Which group are you most interested in working with?

☐ High school students
☐ Unemployed (18-35 years old)
☐ All students (High school students and unemployed)
☐ Staff
☐ All of the above
☐ None of the above (you prefer to do practical work only, e.g. maintenance/construction, etc.)

As a volunteer, part of your involvement will likely be of a practical nature to help with the overall operations of the leadership centre.

Tick which of the following abilities/experiences you have. Prioritize the top 3 where you would like to serve:

☐ Bookkeeping ☐ Administration/office ☐ Hospitality
☐ Cooking ☐ Editorial writing ☐ Receptionist
☐ Car mechanics ☐ Data entry ☐ Computer/networking
☐ Maintenance/technical skills ☐ Graphic design
☐ Other:

Please check the boxes that best describe you:

☐ Good with details ☐ People orientated
☐ Don't work well under pressure
☐ Organised ☐ Project orientated
☐ Prefer working on a team
☐ Prefer working alone ☐ Flexible
☐ Like things well structured
☐ Prefer initiating tasks ☐ Work well under pressure
☐ Prefer following through on tasks other initiate

Have you ever worked with a non-profit organisation? If yes, please elaborate.
How do you know about XXX?

Have you been involved with XXX? If so, please elaborate (include dates, place, etc.).

Why do you want to volunteer with XXX?

What expectation(s) do you have as a volunteer?

When would you like to start?

How long would you like to volunteer?

What does your family think about your involvement with XXX?

Legal information
Are you involved in any current or pending law suits or legal proceedings? If so, please give details.

Do you have a police record (civil or military)? If so, please elaborate.
Medical report

General Health

Answer yes or no to the following questions. If you answer no, please explain.

1. Are you able to walk up to six miles (10 km) in a day?

2. Are you able to carry out reasonably strenuous physical work?

3. Are you presently in good health?

Medical History

Answer yes or no to the following questions. If you answer yes, please explain.

Are you allergic to any medicines?

Name any other allergies:

List all the serious illnesses and operations you have had in the past. (This means any illness requiring hospital admission, treatment from your doctor for an illness lasting more than one month, or any illness, which may have an effect on your health.) Please also state the outcome and whether there are any remaining problems.

<table>
<thead>
<tr>
<th>Illness/operation</th>
<th>Date</th>
<th>Outcome</th>
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</table>

Is there any other information that will be helpful for us to know as we consider your application?

Release of Medical Information

I ________________________________ (applicant's name), give permission for the release of relevant medical information to the Personnel Department prior to training or service with the mission.

Signature: ________________________________________________________________

Date: ________________________________________________________________
Reference form details
Please list names, addresses & telephone numbers of the two people to whom you have given reference forms.

Reference #1
Surname: ................................................................. First Name: ........................................................
Position: .........................................................................................................................................
Address: ........................................................................................................................................
Tel.: .................................................................................... Fax: ......................................................................
Email: ................................................................................

Reference #2
Surname: ................................................................. First Name: ........................................................
Position: .........................................................................................................................................
Address: ........................................................................................................................................
Tel.: .................................................................................... Fax: ......................................................................

Responsibility statement
I have completed all portions to this application; and if accepted by XXX as a volunteer, I will abide by the spirit, rules and schedule of the programme.

Signature: .................................................................
Date: .................................................................

Note: This application form will be considered as soon as we have received this application with a recent photo, all the references, medical forms and the application fee (where applicable).

Please send by mail, fax or email to the contact details listed on the letterhead.
YOUTH VOLUNTEER CODE OF CONDUCT

As a representative of XXX, I agree:
1. To be familiar with XXX values and to maintain the integrity of the XXX and its members;
2. To behave in a way that positively upholds the standards of the culture or community in which I work.
3. In all activities and communications to the public, to accord due respect to the dignity, values, history, religion and culture of the people with whom I work in a way that is consistent with principles of basic human rights;
4. To oppose and not be a willing party to wrongdoing, corruption, bribery or other financial impropriety in any activity;
5. To not make misleading or false public statements regarding other agencies or XXX or conduct activities in ways that may denigrate other agencies or XXX;
6. To contribute to a working environment that is fair, equitable and free of any form of harassment and to act with honesty and good faith, treating all members of the community and volunteers with respect and dignity;
7. To be familiar with the responsibilities under my volunteer position description and perform this role to the best of my ability and in my fullest capacity;
8. To maintain an appropriate level of confidentiality as necessary to the performance of duties and to respect the privacy of other staff, volunteers and members of the community;
9. To abide by the expectations, requirements and regulations of the XXX
10. To respect the role and decisions of the XXX leadership in guiding my volunteering work.

Signed: .......................................................... Date: ..................................................

Print Name: ..........................................................
YOUTH VOLUNTEER STANDARDS OF BEHAVIOUR

As a volunteer your behaviour impacts on the perceptions that people hold of the XXX. For that reason, all volunteers are expected to maintain the highest standards of integrity and behaviour. Specifically:

- XXX volunteers will not smoke, consume or be imbibed with alcohol at our leadership centre or while doing XXX work (Smoking may be permitted in certain areas by special consent). Volunteers may not consume illegal substances at any time.
- They will seek to be sensitive and respectful in their use of language.
- They will avoid inappropriate sexual comments/jokes/innuendos or display of any such inappropriate material.
- They will not engage in open or covert sexual behaviours with any staff, volunteer or community member.
- They will choose to wear appropriate attire when working within a community.

Signed: .............................................................................

Date: ..................................................................................

Print Name: .....................................................................
Sample checklist of an orientation packet

☐ Brochure (Organisational Information: history, vision, mission, goals, structure, programmes & services)

☐ The immediate points of contact (volunteer supervisor) and the organisation’s contact numbers, email and postal addresses.

☐ Volunteer task description & performance expectations.

☐ Volunteer contract and code of conduct.

☐ Training opportunities and other benefits.

☐ Details of what expenses can be claimed and how to do it.

☐ Introduction and familiarisation of the workplace, roles of staff and people they will work with.

☐ Organisational policies and procedures
SAMPLE YOUTH VOLUNTEER AGREEMENT

Volunteer agreement outline

1. Task description
2. Length of contract
3. Working hours
4. Confidentiality
5. Training
6. Support of volunteers
7. Leave and resignation
8. Safety
9. Code of conduct
10. Problem-solving procedures

I understand and agree to abide by the content of this contract and to carry out the responsibilities as detailed in my Task Description.

Date of commencement: ..................................

Volunteer Signature: ..........................................................

Manager / Administrator’s Signature: ............................................

Date: ..................................................................................
### Focus areas

**Volunteer management activities and practices**

<table>
<thead>
<tr>
<th>Current Status</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>None at all/not existing</td>
<td>To be developed</td>
<td>To be reviewed &amp; improved</td>
<td>Existing &amp; Practising</td>
</tr>
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</table>

1. **Planning**

- The organisation has gone through the process of needs analysis and validated the need to involve volunteers.
- Volunteer Management Programme is strongly linked and fits in to organisation’s vision - mission - programmes and structure.
- The Board approves and is in support of involving volunteers in the programme.
- Board and Management Team agreed to have a designated Supervisor to manage the Volunteer Management Programme of the organisation.
- Board and Management Team developed volunteer supervisor’s job description.
- Volunteer task descriptions are developed based on the needs of the organisation and programmes.
- Current Volunteers are consulted when developing new volunteers placements.
- Volunteer programme risk management policies are in place.
- Organisation allocated budget for volunteer involvement programme.
- Organisation have Fundraising strategies to sustain the Volunteer Management Programme.
2. Recruitment

Written policies and guidelines on Recruitment, Screening, Selection and Placement are being followed

Uses various methods in recruiting volunteers

All volunteers submitted their application form.

Designated Supervisor interviewed and screened short-listed volunteers.

Screening & selection process are based on placement objectives, task descriptions, and required qualifications.

3. Orientation and training

Written policies and guidelines on volunteer orientation and training are being followed

Volunteers are welcomed and introduced to the staff during orientation

Volunteers are toured around work placement

All Volunteers are given information sessions about the history, vision – mission and goals, programs & services, organisation's structure, staff composition, policies & procedures, and Do's & Don'ts of the work placement.

All Volunteers are given proper orientation and necessary training to ensure effectiveness in service delivery and work performance.

The organisation provides training opportunities to volunteers for personal and skills development and enhancement so that they are able to cope with the current changes and trends in organisation and community.

4. Supervision

Written policies and guidelines on Supervision and Support are being followed

Volunteers have designated Supervisor capable of managing organisation's Volunteer Programme

Volunteers are given proper supervision on a regular basis.

Staff of the Organisation treats Volunteers as equal members of the team.

Volunteers are provided with space and access to office equipment to support them in performing their assignments.

Volunteer performance is evaluated regularly following placement objectives and volunteer tasks descriptions.
<table>
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<tr>
<th>5. Recognition</th>
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</thead>
<tbody>
<tr>
<td>Written policies and guidelines on recognition and retention are being followed</td>
</tr>
<tr>
<td><em>Thank Yous</em> are always given to volunteers as a day-to-day and informal way of appreciation.</td>
</tr>
<tr>
<td>Observes and organises formal volunteer recognition day event / celebration</td>
</tr>
<tr>
<td>Volunteers' contributions are appreciated and recognized regularly.</td>
</tr>
<tr>
<td>Volunteers are acknowledged and treated as valuable members of organisation</td>
</tr>
<tr>
<td>Board, Staff and Community openly acknowledges volunteers' contributions.</td>
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</table>
25 January 2013

To whom it may concern,

RE: Volunteer opportunity

XXX is a Non Profit Organisation which was founded in XXX. Its vision is to empower disadvantaged people of South Africa for success through character building and values-based life skills training, and to raise up young emerging leaders who will positively impact on the nation.

Ms / Mr XXX has completed a life skills course at Inanda, Durban. Topics covered in the life skills course include vision, goal setting, communication skills, relationships, basic business and finance skills, and leadership. The courses focus on building positive qualities amongst students and strive to change negative attitudes, habits and practices.

A key message of our courses is about the benefits of volunteerism in helping our students achieving their goals. Volunteering can provide a way in which our students can gain experience, and also in many circumstances contribute to improving their community.

We would be most grateful if you could consider accepting XXX as a volunteer with your organisation. If you are able to accept XXX as a volunteer, we encourage you to provide us with feedback about his contribution to your organisation.

Please do not hesitate to contact me on (031) 769-1260 or 083-369-2964 if you would like any further information.

Yours sincerely,

Nosipho Mbutho

Title
CASE STUDY

TOMORROW TRUST – Youth as volunteers

The Tomorrow Trust works with Orphans and Vulnerable Children (OVC) and youth from Grade R to Grade 12 and again in Tertiary Studies to provide them with additional academic support in a holistic manner leading to self-sustainability. Because of the nature of the children we work with and their backgrounds, our approach is holistic and this encompasses encouraging and supporting their participation in our various school programmes as part of their social giving.

Our tertiary students are encouraged to work within the schools programme (Saturdays and during School Holidays) to firstly support the programme staff and beneficiaries and to instil in them a sense of gratitude and leadership. They are required to provide 20 hours community service per annum within our programmes and the youth are all in tertiary studies aged between 18 and 25 years. They receive on-the-job training and are given a small stipend that enables them to get to and from the venue and provide them with a meal. We believe this is an important component of their growth as just getting a degree is not enough. We hold ourselves responsible to develop “well-adjusted, responsible future leaders of our beautiful country” and for this, they must have a social conscience.

We recognise outstanding youth each year during the Christmas function where they receive a certificate of acknowledgement from the Tomorrow Trust for their social engagement with children in our programmes. They are mentored by the Programme Staff and often by the Post - Secondary team and the Executives of the organisation who satisfy their curiosity and probing questions with the appropriate responses. Further, they learn to balance their studies, their lives and their giving to develop into well-rounded individuals. We currently have 130 Youth in our post-Secondary Programme.
CASE STUDY

WORLD CHANGERS ACADEMY

- We train about 1500-2000 unemployed youth every year through one of 30-40 life skills courses, which are 4 weeks long (80 hours), run across KwaZulu-Natal, in townships and rural areas.
- During the course, we emphasise the importance of volunteerism.
- We have a follow-up programme that meets several times after each course with the students. Students are actively encouraged to volunteer. We have a requirement that before we place people into job opportunities, they should have volunteered for a month (sometimes this is brought down to 2 weeks). We have a lot of job opportunities, including a key partnership with the Mr Price Group, where we place several hundred people per year.
- We give the students letters that they can take to local institutions that will help them in asking for volunteer opportunities.
- We track their volunteer progress over the period of the follow up programme.
- We also encourage students to study by reading books at the library, learning from others, or participating in opportunities such as seminars or workshops where possible.
- We encourage the students to write down all that they have done in volunteering and studying into a summary document. This component is something that we have not driven strongly in the past, but would like to improve on.
- About 150-175 of these unemployed youth are selected to attend one of our seven annual residential leadership programmes in Shongweni, Durban. This programme includes 4 weeks of training, followed by 6 weeks of practical volunteer work in their communities, followed by a final week of training/debriefing. The volunteering is a requirement for their completion of the leadership programme.
- About 15 of the leadership students are selected to do a three-month residential volunteer training programme at World Changers Centre, where they participate in all the programmes that we offer, performing various functions. About half of these are selected to become staff of World Changers. This programme is run twice a year with about 7-8 participants per programme.
- We also run life orientation programmes every year for about 1500 high school students in about 6-8 schools around Durban. We work with all these youth on a weekly basis throughout the school year. We strongly encourage volunteering, but don’t have a formal programme for this.
- About 150-200 high school students attend our residential leadership programmes each year, through 5 or 6 courses that are 9 days long and at some other courses that are just a weekend long. Many of the young people who attend are participants in the life orientation programme, but not all. With the 9 day courses, the first part is 7 days and then a follow up weekend is conducted a month or two later. In between these two parts, the students are encouraged to do volunteer activities in their schools and communities.
- Occasionally, we have international volunteers who come for between 1 month and 6 months. We have had volunteers from countries such as Belgium, the United States, the United Kingdom, Canada and Australia.

One of the areas for improvement with our volunteer programme is for it to be more tightly managed. Primarily due to having limited staff resources, we don’t have a strong monitoring and management component with the students doing volunteer work. In contrast to the focus of the volunteer workshop, most of these volunteers are doing work for other organisations or self-initiated activities. Only the students in the three-month residential volunteer training programme are doing their work within our organisation.
PERSONAL STORIES OF VOLUNTEER EXPERIENCES

The following stories briefly explain in a very direct way the significance of the volunteer experience for many young people. It is hoped that these stories will inspire organisations to re-commit to ensuring strong, well-managed and effective volunteer programmes that make a difference in the lives of both volunteers and in the sustainability of the organisations themselves.

“You find yourself when you serve others”
Kefiloe Mokoena

I completed Matric and in 2007 enrolled to study law part time, circumstances which led me to consider volunteering in my community. In Matric my life was packed with school and friends, but after matriculating I was left unchallenged. Something had to change. Therefore, I started volunteering and my journey of gaining self-awareness.

Volunteering helped me find myself. My first volunteering experience started with Bridgeman, an NGO in Soweto. There I was given purpose and something to look forward to beside my studies. But I wasn’t taking money home and this created certain challenges. I was raised by my grandparents, who wanted me to get an education so I could sustain myself. With volunteering, they saw me go out into the world daily but bring nothing back. Although it was a struggle for them they managed to look past that and were willing to love, respect and support me still. This was the biggest hurdle to overcome in my life as a volunteer.

I applied to become a volunteer for City Year and was accepted into a six-month programme, SayXchange, to volunteer in Mozambique. My grandparents were extremely proud. They began to see the great opportunities volunteering offered. Since then they’ve been an even greater source of support. My six months in Mozambique were fantastic. The Mozambican youth are incredibly committed to volunteering, even without a stipend. It was there that I realised I had a passion for communication so I changed my studies from law. Now I work for AFS as a programme co-ordinator and in true volunteer spirit, I’ve applied to volunteer at Radio 2000!
“Help yourself by helping others”  
Lynn Adams

As a volunteer I learned that once you see how your involvement in your community transforms lives, you cannot go back to ordinary life – life without volunteering. I do honest work and it fulfils me. My most exciting moment was volunteering with Canada World Youth through the Cape Town Volunteer Centre. I had an opportunity to work with young Canadian volunteers in an eye-opening, cross-cultural experience. During the six-month programme we worked in Khayelitsha, mainly with children in orphanages. We spent the last three months volunteering on the Sunshine Coast of Canada, which involved helping the elderly. Canada was just one milestone in a life spent volunteering.

In high school I was a very active pupil and a peer educator. That experience sparked my passion for working with young people. It was also important to me to create a platform for my peers – one that would give them access to information about sexual health care and how to deal with social and peer pressure. All young people should get involved in volunteer work. This journey has changed my life. But like most important things, it does not come without its challenges. For me that was the societal pressure to find a “good job” or something that would bring in an income.

Friends and family will not always understand why you are involved in volunteering, so you’ll need to be committed to your decision. I am excited by what I do. Volunteering is important to me and it will always be a part of my life.

“Being a volunteer changed my life”  
Nangamso Khoza

I come from a family and community of volunteers in the Eastern Cape. When I was a child I would go and help those in need. We just never called it volunteering – it was being a child.

Then I joined the youth wing of my church. We would organise fundraising events, repair houses, paint schools, and help the elderly. But we made it fun. We arranged competitions and talent shows. We were the freshest unit at the church and ended up winning an award for best youth wing in the district.

What I didn’t understand then, was how my commitment to volunteering would help me to become the person I am today. While at the University of the Free State, I saw students volunteering to make a difference, not because they needed to earn points. I got involved helping where I could. After a year, I was elected to be the volunteer project leader for my hostel. We won an award for outstanding performance.

From there I was selected to become the Student Representative Committee (SRC) Director of Community Engagement. This experience opened up my world. I would sit in meetings with managing directors of companies and meet local government and church leaders. That gave me the experience and confidence to become the leader and successful businesswoman I am today! It all starts and ends with volunteering.
“I am Vivian”

Vivian Thakhuli

My parents died of HIV/AIDS. I am part of an immediate family with 13 members. I have lived in a shack and I have been responsible for supporting all my siblings, nieces and nephews since the age of 14 years in all respects. I am now head of a child-headed household. My sister is HIV-positive and I am the only one who has taken up the challenge to reclaim my life and to make sure I change my future. I am the only one employed with an education. I don’t believe in charity. Charity cripples people and does not uplift them. I believe in a hand up and a way to facilitate the empowerment of others. The tools to release them from charity reliance and dependency, to become powerful in their own lives, independent and wonderful!

I am Vivian and I am now a powerful woman who owns her life and takes responsibility to create my future. Tomorrow Trust in South Africa gave me their hand and guided me to become who I am today. They held me and gave me the opportunity that I was hungry for that no one else could give. I now have the ability to help others who are struggling from a similar situation to where I have come from. Through working with Tomorrow Trust I am now brave and have realised that I have no limits and I will never be the same again. Through being a part of the Tomorrow Trust I have learnt that the most noble thing is to give to someone else. Always remember that the quality of your success only comes down to the quality of what you have contributed back to the universe.

My message to all of you here today … Young and old … Is have faith in your abilities and nothing will stop you! Commit to yourself and who you want to be! Spend time every day even if it is only for 15 minutes to work on yourself. Yes — yourself!! All it takes is small steps in the direction of your dreams and you will get there eventually. I believe that from every struggle comes strength and success. It is all in your own power to decide how you will respond to the experiences in your life. Will you use them to grow and become what you want to be?

Your choice is either stay the victim or become your own victory! I stand here today and I am so proud to say, as I look around me and I find myself in New York standing in the United Nations, that although I am not financially rich and I don’t drive a fancy car or live in a fancy house, I am successful and emotionally rich. I am so fortunate to be living my life and on my journey meeting so many and experiencing so much. I encourage all of you to relook at your lives and see the fortune within it and not the poverty dictated to by the constraints of the world around you. I am me and I challenge all of you to be you! The real authentic you! The person you were meant to be.
Building our Youth for the Future

National Youth Development Agency
11 Broadwalk Avenue
Halfway House 1685
011 651 7000