

SERVE Project – Research and Compiling of Information

As we move along in the project, a number of things are happening;

Project meetings take place in each of the partner countries according to an agreed schedule of co-ordinated events as follows;

Cultural Activities / Visits to Volunteer Organisations / Lectures + Question & Answer Sessions

1.Cultural & Social Activities

We are learning about the culture of each country through the social activities that each host organises for the group.

We are building up a photographic record of our work and social activities.

2.Visits to Volunteer Organisations / Lectures

We are learning about good practice in Volunteering in each country through the talks that are organised as well as the visits to specialised units. We want to establish a ‘tool kit’ for our final manual so we are gathering information in relation to best practice in each country. We are noting the links to web sites as well as material available relating to good practice as we move along.

3.Question & Answer Sessions

We have set out a number of questions which each partner is answering and we are documenting these answers over the course of the project. The intention here is to build up a picture of the volunteering work of each partner organisation and to get to know each other.

4.Research & Documentation

As we move along we will continue to revise our answers to the questions we have set. The answers will form part of our final document and will also feature on partner web sites.

In **each country** that we visit, we are seeking permission to include links to the web sites of the guest organisations that we interact with as well as to their learning materials. These will also be included on project site links and also in our final booklet.

The final product will be a PDF which we can each put on our own web site ... there will also be a SERVE Web Page on each partners web site with a button to link to this pdf file and photos. etc

Questions that we have set out to be answered in sequence as we move through the project

1. Volunteer programme

What kind of volunteer programme are you involved in? How did you get involved?

How did / would you establish a volunteer programme?

Have you ever been a volunteer? If so, what sector?

What lessons did the experience bring to your management of your volunteer programme?

2. Volunteers in the business sector

Do you think it acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

3. Structuring volunteers

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness? Would you ask experienced volunteers to help you with volunteer management?

What type of managerial responsibilities can you foresee volunteers undertaking?

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

5. Volunteer selection and training

How do / would you select volunteers? How do / would you train volunteers?

6. Motivating volunteers

Do you think it is important to continuously stimulate volunteers' self-motivation?

What do / would you do to maintain volunteers' interest in your volunteer programme?

7. Dismissing volunteers

If a volunteer proves himself / herself unsuitable for a position, how do / would you dismiss them?

How feasible do you think it would be to guide them towards another position within your programme?

8. Promotion of volunteer programmes

How do / would you promote your volunteer programme to individuals and companies?

Do you like the idea of persuading companies to volunteer for a project / help your project?

9. Legalities

What is the legal framework for volunteerism in your country? (Short description)

10. Volunteer Agreement

Volunteer Agreements are written guidelines that clarify expectations for both organization and volunteer. Have you already developed a Volunteer Agreement for your volunteer programme? If so, give a sample of your agreement.

If not, please develop one and let us have a sample).

The answers that we have gathered to date begin on the next page;

HUNGARY

Edina Deme, Director Of Docent Programme (Volunteer guide programme) Museum of Fine Arts Budapest

1. Volunteer programme

What kind of volunteer programme are you involved in?

I am the Director of the Docent Programme of the Museum of Fine Arts. This is a volunteer guide training programme. The word docent is derived from the Latin „docere” meaning to lead. Originally used to denote a professor or university lecturer, the term has expanded to include the volunteer guides who staff many museums and other educational institutions. Docents introduce guests to the Museum’s collections by providing free tours throughout the galleries and help visitors gain a deeper understanding of the art on display. In addition to their function as guides, docents also often conduct research using the institution’s facilities or provide administrative support for the Docent Programme. Our prospective Docents undergo intensive training by the Museum that focuses on interpretive and communication skills so they may better introduce the Museum’s collections to visitors. Since all of the classes are in English, it is essential that prospective Docents have a fluent grasp of the English language, although it is not necessary to be a native speaker.

How did you get involved?

A native of Hungary, I have lived in several countries, including Austria, Scotland and the United States. I hold two Master’s degrees, one in History, from Szeged JATE University, Hungary, and the other in Cultural History and Art History, from BGC, New York, NY. After finishing my cultural history studies in New York and a few years of work experience, I decided to move back to my native country, Hungary, without having secured a job. When back, I sent out my resumes to several museums in Budapest, and I was soon offered a job at the Museum of Fine Arts Budapest. Here I was asked to work for the Museum Education Department and to run the Docent Programme. Since 2006 I have served as a museum educator and have run the volunteer guide programme. Through my work with the museum I give lectures on art history, train volunteer guides and regularly conduct museum tours for the general public, as well as museum professionals.

How did / would you establish a volunteer programme?

I was offered a job as a museum educator to run a volunteer guide training programme, which had been already in existence for over 15 years at that time, at one of Hungary’s most significant museums. I had no previous experiences with volunteerism. My involvement in a volunteer programme happened by chance, quite unexpectedly.

Have you ever been a volunteer? If so, what sector?

I have never been a volunteer myself before getting involved with a volunteer programme on a managerial level.

What lessons did the experience bring to your management of your volunteer programme?

As mentioned above, I had had no volunteering experiences before being asked to run a volunteer programme at the museum. Since the programme already running needed some restructuring and reshaping, I thought my assistant should be someone who had gone through the training programme at the museum by the time I was appointed. Her experiences as a docent turned out to be very valuable at managing an, at the time, unfamiliar territory for me. I am quite sure that without her input I would have got into serious trouble managing a volunteer programme in this transitional period.

2. Volunteers in the business sector

Do you think it acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

According to Hungarian law on volunteerism, it is not possible to work as a volunteer for-profit organizations. Nevertheless, it is legal for such organizations to employ interns with "internship contracts" for free. Practically speaking, there is not much difference between the status of a volunteer working for a not-for-profit organization and that of an intern working for a profit-for organization for free. Legally, however, they are treated differently.

Personally, I think there is nothing wrong with internship ("voluntarism") in a for-profit organization. When I lived in the U.S. it was quite natural for students to seek out unpaid internship opportunities at firms or banks. Taking into consideration the fact that if the employer takes a liking to the intern, (s)he could end up being offered a job, as indeed many were, makes unpaid internships acceptable, even desirable, to me. From a managerial point of you, I completely understand why internships could help find the right candidates for certain positions. After all, given the relatively lengthy time of internships, through internships, employers can get to know the intern's quality of work, special abilities and personality, more than in any other ways. If there is balance, give and take on both sides, I cannot see why there should be a discrimination against for-profit organizations.

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3. Structuring volunteers

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness? In many programmes, the manager of volunteers is responsible for a substantial number of volunteers. In order to use the time, energy, and creativity of volunteers in an effective way, a manager needs to achieve and maintain a certain level of control. Therefore, managing any large group of people requires a great deal of structure and supervision. In order to facilitate volunteer work at its most effective level, manager positions need to be paid positions. Otherwise, the managers may lack both the discipline and the authority required to oversee any large group.

Would you ask experienced volunteers to help you with volunteer management?

Although I believe that the manager of any substantial volunteer programme should be employed full-time, I would not exclude the possibility of asking suitable volunteers to help with volunteer management, even supervision. The deciding factor would be their level of involvement. According to my own experience, volunteers make excellent low-level supervisors of other volunteers. In fact, engaging volunteers in supervisory roles is a way to promote and recognize experienced volunteers.

What type of managerial responsibilities can you foresee volunteers undertaking?

A volunteer may serve as a team leader, project leader, a mentor, etc. In the Docent Programme, which consists of about 100 volunteers, there are many administrative tasks undertaken by volunteers, including correspondence, newsletter editing, and registration. There are volunteer Treasurers, Art English Instructors, Communication Workshop Instructors, Open House Coordinators, Social Activities Coordinators, and Monitors, among others. Any of these responsibilities could be regarded as managerial responsibilities, and all respective volunteers do a fabulous job. There is a wide variety of responsibilities experienced volunteers can undertake. It is crucial, however, to distribute tasks in such a way that talent meets opportunity and the tasks themselves do not require an unrealistic time commitment. In order to maintain organizational strategy, only specific tasks should be distributed among volunteers, no matter how capable and willing they may be to do more complex managerial tasks.

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

My policy is to separate decision making and execution, which is to say the paid manager makes the final decision about each and every aspect of the Docent Programme. After all, I am paid to be a leader because I am the most knowledgeable member of the group and have access to information that other members of the group do not. However, before making the final decision, I do consult all the “players” and genuinely regard their input as necessary to the process of making any decision. I don’t believe in Democratic management, I think it is a contradictory term. The reason we need hierarchy and leaders is to get things accomplished quickly and efficiently. Lack of leadership accompanies poor organization and can create a lot of dissatisfaction for all parties. On the other hand, if the manager’s personality is too authoritative, his competence and skills might be questioned, which might lead to chaos and more difficulty in reaching goals. Thus, I believe, it is important to be flexible enough to adopt any sort of approach – Autocratic, Democratic, Consultative, or Persuasive – depending upon the circumstances.

5. Volunteer selection and training

How do / would you select volunteers?

How do / would you train volunteers?

Prospective Docents (volunteer guides) undergo intensive training by the Museum that focuses on interpretive and communication skills so they are able to introduce the Museum’s collections to visitors. Each year we have two seasons consisting of a Docent Training Workshop and a two-part lecture series.

There is a two-step selection process: before signing up for the course and at the end of the course.

Before signing up:

- Since all of these classes are in English, it is essential that prospective Docents are fluent in English, although it is not necessary to be a native speaker.
- In order to make sure that only those who are committed join the programme, there is a training fee of HUF 50 000, which is expensive enough to take the classes seriously. At the same time, it is not too costly for those on a budget.

After the end of the course:

- There is a written and an oral exam after the course ends, as well as a mentoring period with a final check-up. At each step, one may be asked to repeat the exam multiple times.

How do you train volunteers?

The above-mentioned Docent Training Workshop and the two-part lecture series are led by museum professionals and experienced Docents concomitantly. Traditionally, the workshop and the lecture series titled “Bible Illuminates Art” are given by experienced Docents with good communication skills. On the other hand, museum professionals are the lecturers of the art history course that focuses on the Museum of Fine Arts Budapest’s permanent collections. The art history lecture series has a different theme each semester. Both the written and the oral exam at the end of the classes are put together by the Director of the programme, who is also in the position of passing or failing prospective Docents. If they pass, prospective Docents will be mentored by experienced Docents throughout the duration of ten tours. When one becomes a Docent, (s)he is encouraged to attend the classes of the upcoming season free of charge.

6. Motivating volunteers

Do you think it is important to continuously stimulate volunteers' self-motivation?

What do / would you do to maintain volunteers' interest in your volunteer programme?

One of the most important aspects of volunteer management is to maintain volunteers' interest. The more time and energy a volunteer shares in the framework of a volunteer programme, the more (s)he can help. The more experienced a Docent is the more valuable his / her assistance is. To replace volunteers frequently would be to double the workload of the management. Therefore, it is important to keep them in the programme for as long as possible. In order to achieve this goal, however, Docents need to be continuously stimulated.

There are manifold ways of maintaining interest:

- Devising new and intellectually stimulating course themes and lectures every semester
- Organizing several common social activities
- Assigning positions of more responsibility for people who are eager to do more
- Valuing volunteers' work by saying 'thank you' on a regular basis, when appropriate

Until recently there has been a potluck Evaluation Lunch or Dinner once every year, where I gave out books as gifts to the Docents. However, the number of Docents assisting the programme significantly has become so high that it is no longer possible to select only a few for gifts. Therefore from now on, we will no longer hand out gifts at these lunches – instead, we will express words of encouragement and gratitude to our Docents for their dedication and hard work.

CZECH REPUBLIC

Eva Katrušáková, Founder and Director of the "Every Czech Reads to Kids" Campaign, Czech Republic

1. Volunteer programme

What kind of volunteer programme are you involved in?

Everyone, from the European Commissioner for Education, through the Minister of Education and teachers at schools up to parents, look for a way how to bring children to books. But in fact there is an easy way. It has been proven by various studies that the most effective method of how to make a reader from a young man lies in regular reading aloud. Even the Czech scientific researches carried out in 2003 show that reading aloud by parents has the biggest influence on whether a child starts to read gladly and by itself. One in 5 pupils in the EU have inadequate reading skills. The European Commission addresses the importance of having good reading skills, as this is of utmost importance. People with limited basic skills not only risk being excluded from further education or training, but will also increasingly find themselves locked out of the labour market and society.

I am the Founder and Director of the nationwide "Every Czech Reads to Kids" Campaign where volunteers play an essential role in spreading the idea of reading-aloud to children as well as in realizing concrete activities in various corners in the Czech Republic.

How did you get involved?

In 2006 I passed all my business issues to my husband, and threw myself into the non-profit sector. I founded a public benefit organization, Celé Česko čte dětem- Every Czech Reads to Kids. The original ideological inspiration came from abroad: the wife of the Polish Ambassador in the U.S.A., Mrs. Irena Koźmińska brought home the findings of Jim Trelease, the American guru of reading aloud, and in 2001 launched her campaign by which I became enthused. The idea of positive impact of reading aloud on child's emotional development has always been close to me. Our campaign, however, follows its own peculiar path. It was a combination of more issues why I decided to launch the campaign. Mainly it was a love for literature which was the subject of my university studies. I am of the generation that joined the working process with the outbreak of the Velvet Revolution (1989), and that thus enjoyed unbelievable opportunities at the expense of spending less time with their families. Therefore, I am so much touched by the promotion of family-bonding values and ideas of "being together". Through reading together.

How did / would you establish a volunteer programme?

When I founded the public benefit organisation Celé Česko čte dětem / Every Czech Reads to Kids in 2006, a couple of days after the foundation I began with the recruitment of volunteers who would visit little patients in hospitals, and read aloud to them. Together with this group of volunteers we put together another group that is the most important at present. It is a group of regional coordinators, volunteers and enthusiasts who spread our campaign ideas in their regions, and implement them in local schools, kindergartens, libraries or day-care centres. Thanks to it they get as close as possible to parents and other adults in the children's surroundings who are our target group. Our campaign's primary goal is good parenting and the wise education of children. The whole structure of volunteers evolves step-by-step. Our all execution team (including me) learns something new every day. One of our most challenging tasks is professionalization and as effective as possible leading of the network of volunteers.

Have you ever been a volunteer? If so, what sector?

I used to work as a volunteer when I was a teenager, and later on as a college student. It was mostly for our community in my hometown. Then on summer camps, festivals or cultural events. I also often helped my parents. In my family, a pro bono public work has always been taken for granted. But I have never been a volunteer on a managerial level. Now I am responsible for several groups of volunteers with different topics. That is why I appreciate so much being a part of SERVE project.

What lessons did the experience bring to your management of your volunteer programme?

I think that each period of my life brought something that I can now utilise in our project where volunteers play such a significant role. I delegate various tasks to my regular co-workers or as the case may be to our volunteers. As Andrew Carnegie said: "A good manager is the one who surrounds himself with people better than he is." Regardless the chronological order, here is what I consider important. It is important to have paragons, have and work on your and others' motivation.

Those who lead shall have a vision, a light at the end of the tunnel, but also an open mind, and ability to learn from others. In the present era of e-mails and internet, the contact with other people is simpler. However, it is the personal meeting that has the biggest impact, for instance at a conference or a workshop for regular staff and volunteers.

2. Volunteers in the business sector

Do you think it acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

24 years after the fall of communism, the Czech Republic still learns the principles of donations and patronage, and re-discovers the wholesome effect of voluntary work on behaviour and thinking of people.

As regards the connection of words "volunteering" and "business", the most spread method of how the management of companies strengthens the "voluntary thinking" of their employees is within their CSR(Corporate Social Responsibility). This is true mainly for the bigger companies and large enterprises. Company volunteering results from the intention of the company to provide time and motivation for their employees to carry out voluntary work. Companies settle the costs of time of their employees spent on voluntary work, they acknowledge and appreciate their volunteering. Company volunteers invest their efforts, energy and ideas in community service programmes. What is their particular nature? The company management reserves one, two or three days a year that the employees can choose for working in a non-profit organization. The employer pays full salary to the employees. Thus it is not the traditional form of volunteering but it certainly brings many good results. A greater awareness of the existence of a non-profit sector, a stress on the fact that social responsibility is part of business. The transfer of employees to an unknown environment stimulates innovative thinking, and encourages the ability to learn something new.

3. Structuring volunteers

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness?

As I have already mentioned, the Every Czech reads to Kids campaign is nationwide. Thus our volunteers come from various regions, towns or villages. We constantly look for the most effective structures that would ensure best possible utilization of volunteers' work. To date we have four groups of volunteers controlled from the organization headquarters. The groups of volunteers are led by experienced paid employees of our organization. When we find out that some of our volunteers – regional coordinators are highly creative, engaged and equipped with significant organizational skills, we appoint them leaders of other volunteers, and gradually grant them other competences. They can also lecture and train others. In our case when the network of volunteers is so dispersed, motivation, communication and trainings (workshops, conferences) are crucial.

Would you ask experienced volunteers to help you with volunteer management?

Definitely. We actually work that way. The most active volunteers (there are not many yet, though) regularly visit our headquarters, and bring new perspectives of management of the whole network through their ideas, suggestions and insights “from below”. And I repeat again: we all have been constantly learning.

What type of managerial responsibilities can you foresee volunteers undertaking?

As we proceed with professionalization of our volunteers’ network, we gradually transfer certain competences to our volunteers. Each individual competence, for instance training of new volunteers who visit child patients in hospitals – requires personal contact.

A volunteer may serve as a team leader, a project leader, a regional leader or as a mentor, but these structures do not work yet as significantly. But it is only a question of time.

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

I do not want to have the strategy and long-term plans be stipulated by someone outside our limited realization team of Every Czech Reads to Kids. But I admit that for the future I plan to invite the most talented and most eligible volunteers to decide with me and my team on important issues. I believe in hierarchy, a wisely built and controlled hierarchy that works smoothly as a well-oiled machine with all parts properly fitted and dependent on each other.

IRELAND

Gerard Looney, National Association of Principals and Deputy Principals (NAPD) Ireland.

1. Volunteer programme

What kind of volunteer programme are you involved in?

There are quite a number of NAPD Retired members who are still involved with the association and work in voluntary capacity. One small group has begun to get organised, ie a group of retirees who are available to help new principals and deputies with their work in their schools.

The group has encouraged members to join from each of the regions of the country so that there is a spread of expertise available to help people who require it.

They act as mentors and visit the schools, meet with the principal and deputy principal to offer any support that they might like to have.

While the programme is now an official part of the service that NAPD offers, there has not been any formal training etc offered to the volunteers.

WE believe that there are also other areas that retired members would like to be involved with on a voluntary basis and that is something that we would like to explore through this project.

That is one of the reasons that NAPD is involved in SERVE

How did you get involved?

I am a former President of the association and I am also well known in the state sector of vocational schools. For that reason I was asked to join the group.

How did / would you establish a volunteer programme?

This is something that we hope to learn as part of our work with SERVE

Have you ever been a volunteer? If so, what sector?

I have always been part of volunteer groups from when I was very young, either in sport, or later in trade unions etc. I have always had an interest in ‘doing a little more’ in whatever situation I have been in.

What lessons did the experience bring to your management of your volunteer programme?

I suppose that I brought my leadership skills and my natural willingness to take on extra work

2. Volunteers in the business sector

Do you think it acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

I think this depends on the organisation. If it is a charity then I see every reason for people to volunteer and give their time for a good cause. Otherwise however if it is pure business, then I would be very doubtful.

3. Structuring volunteers

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness?

In our case the group is small, we each know each other and we are all qualified to the same level. We have had very similar career paths. There really is no boss. We have agreed to operate on a 3 year cycle on the basis that it is good to get ‘new blood’ into the scheme and that our skills become out dated (in the absence of ‘briefing sessions’ which we have not looked at yet). On that basis, there is an element of selection or invitation to volunteer. This might sound a little strange or paradoxical even, after all how can you ‘pick a volunteer’??

In this way we feel that we utilize skills most effectively. We pick people who are well known, respected and recently retired as they will have the recent knowledge and skill set.

Would you ask experienced volunteers to help you with volunteer management?

In a sense all of our volunteers are involved in management of whatever project or scheme as we operate on a consensus at our meetings. We can do this because our groups are small. We have to do this because we were all bosses or leaders and as such that is the way we behave and operate.

What type of managerial responsibilities can you foresee volunteers undertaking?

In our case we would expect them to take on all management functions and full ownership of the project. When they undertake a task they are generally expected to manage the task also.

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

Again, as my previous answers have indicated, because of the skill set of the people as well as their former working lives as managers and leaders, it would really be unthinkable to do anything other than be democratic. However when we agree on any matter following consultation, then that has to be the way forward that we all expect. There is a very collegiate style learning from each others experience and best practice.

NORWAY

Olav Bergmål, Seniorofficer in Sveio kommune

1. Volunteer programme

What kind of volunteer programme are you involved in?

I am Senior officer in Sveio kommune. My professional background is as a teacher , a head teacher and adviser in the Town Hall. My tasks are very different . My main tasks are secretary for Youth Council and Youth Club, Senior-universtetet (Open university), working to establish a volunteer central , creating European project for NGOs and as adviser for top leaders in the administration. As part of my work I have contact with a lot of people who do volunteer work in their free time. Last year I also coordinated a long term Youth in Action / EVS project in my municipality “Volunteer for a warmer society” with 4 volunteers from different countries in Europe. I am also involved in local volunteer work in my home village for a good social life and environment where we live.

How did you get involved?

As professional I am most involved in EVS program. Through my work I became involved. The reason for establishing it was to make the youth work better and have more activities in the youth club.

How did you establish a volunteer programme?

Our EVS program was established from ideas and contact with other municipalities in Norway that already used volunteers from Europe and by contacting the National Agency Norway ; Youth in Action. Then we had a lot of research to do before we applied and were approved and get money to run the project. We also had to choose volunteers from the 50 who applied.

Have you ever been a volunteer? If so, what sector?

I have done a lot of social volunteer work in my local area /village by founding and taking part in an organized welfare club (NGO). I have also been scout and scout leader many years ago. I also take part in volunteer leadership in sport and music club where my children are active and I have been local politician in politic parties and the municipality without any salary.

What lessons did the experience bring to your management of your volunteer programme?

My learning from professional and volunteer experiences is very valuable for my management of volunteers now. All my life I have worked as a leader, I have organized a medium big school, I have local know how about local politics, I have done a lot of European projects, I have worked abroad, I have a good local and international network. I have good contact to National Agency Norway. So my background is good for my management here.

2. Volunteers in the business sector

Do you think it acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

In Norway we have a tradition for paying salary to persons who are employed in a company. Then the employed pay taxes and get rights to pension, healthcare, illness benefits, insurance. It's also so that we have a kind of lowest-legal-salary. As a part of education to different jobs young are “learners” in companies in Norway for 2 years with a salary support and under supervision from the educational system. These “learners” do production as a part of their education and under public control.

In Norway this is a good system when everyone has a job. And I agree that workers should have salary and that the system should be transparency..

3. Structuring volunteers

How do you structure volunteers to utilize them most effectively, including cost effectiveness?

My experience here is from my EVS management last year. I have structured our 4 volunteers into different tasks. They work in different departments and their work is led by persons in the working place. We have planned for 1 month at a time and it has been possible to change working operations and department.

Would you ask experienced volunteers to help you with volunteer management?

I have let one of our volunteers make the application work for next period ; September 13 – June 14 , and she has also assisted me in choosing candidates. I think the volunteer has learned how to make an EVS project (it's important to have a learning volunteer) and I think those we have chosen have been better than if I did this alone. I have no problem to let one volunteer lead another volunteer if the volunteers accept it.

What type of managerial responsibilities can you foresee volunteers undertaking?

From this last year I have learned that it's good to give the volunteer responsibility. It can be very boring to do jobs that are repetitive. Then I have divided responsibility between volunteers. Some take on a lot, others don't want so much.

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

In our new roles in Norway I think we have a flexible managing style depending on the situation and depending if it's operational tasks or creative that shall be done. Usually I prefer the democratic and consultative style. Why? Because the volunteer is an individual thinking person that can do a job in a good way. However, I also learn that it can be different culture for this in different parts of Europe and some can look upon this a weak leader and take advantage of this in the wrong way.

5. Volunteer selection and training

How do you select volunteers?

We select volunteers from different countries. We have had volunteers from Iceland, Germany, Spain, Italy, France and Hungary. Next year we will have volunteers from France, Spain and Lithuania. We had a group of only women. Next year we will have a mix of 2 women and 1 man. Our experiences are that it can be too mainstreamed with only women. So we think it best to have a mix. We also expect that speaking English is a must! Last year we had one volunteer that only spoken her own language and it became very problematic. Age; We have concluded that 24 – 26 is a good age. To young (19) or too old (30!) can be more difficult.

How do / would you train volunteers?

Based on experience we use the first month for language training rather intensive in this 9 months project. Then we will teach them their tasks and give the volunteers tasks for at least 4 months. Our experiences are that too much changing in tasks make problems even that it looks different from the beginning. Focus on doing a job is important. Contact between volunteer and mentor is important.

6. Motivating volunteers

Do you think it is important to continuously stimulate volunteers' self-motivation?

This issue is not so much focused in our training, and I can see that we have to change our thinking to more "self-motivation"! Of course it is important to be motivated for the tasks. Persons in this age can have different motives for going abroad to Norway. We will have to talk about this with our new volunteers.

What do / would you do to maintain volunteers' interest in your volunteer programme?

I think that the volunteers are interested in our program. However reading this I think that it's not obvious. Probably they are more motivated to come to Norway! So we need to have a motivation section in every monthly meeting we have together over their obligations towards the European program for European Volunteer Service and tell the volunteer it is volunteer work, not language training seminar or not a holiday. However it can still be valuable and exciting.

POLAND

Anna Leszczyńska-Stecka, Administrative and Finance Manager, The Warsaw Volunteer Centre Association

1. Volunteer programme

What kind of volunteer programme are you involved in?

I have been working for the Warsaw Volunteer Centre Association as the Administrative and Finance Manager for 3 years.

The primary objective of our Association is the promotion and development of civil society in local communities. In order to ensure a professional character of such initiatives, we have been building the foundations of volunteering based on a system of volunteer recruitment and training. We want to change the old negative stereotype of social work in Poland.

The definition of volunteering developed by the Warsaw Volunteer Centre reads as follows:

Being a volunteer means working for the benefit of others free-of-charge, deliberately, and free-willed outside of your family and friendships.

Because of our mission we have established and develop volunteering programmes in some areas as:

- Volunteering in Welfare Centres,
- Volunteering at schools,
- Employee Volunteering,
- The network of Volunteer Centres
- The Voluntary Job Exchange Office,
- Trainings and seminars eg. "How to find and maintain a volunteer", "Why is it good to be a volunteer", "How to establish new volunteer centre",
- Promotional campaigns,
- On-line platform to join volunteers and organisations,
- Pilot projects e.g. Long-time Volunteering.

Because of my position I am involved in all programmes.

How did you get involved?

I am an economist. I was graduated in Warsaw School of Economics (Master degree in Finance and Banking). Apart from I completed two post-graduate studies in Accountancy and Risk Management.

During my job career I had been working for international and Polish business enterprises and for some ngo's as a top manager (e.g. Finance Director). Each day I was very overcharged because of my work activities. The result was the health problem. After very long recovering I had been looking for a new job.

When I saw the announcement of a vacancy for the Administrative and Finance Manager in the Warsaw Volunteer Centre Association I decided to send my application.

After then I was offered this position decided to change my job career and my life style. Volunteering helps me finally to recover from.

Now, apart from finance and administrative matters I am involved into realisation of our programmes eg. as a coordinator.

How did / would you establish a volunteer programme?

The Volunteer Centre was established in 1993, initially as a pilot program of Support Office for the Movement of Self-Help Initiatives BORIS in Warsaw. In 1996 the Centre became independent and was registered as the Warsaw Volunteer Centre Association.

According to social needs a new volunteering programme is established by our Association.

Have you ever been a volunteer? If so, what sector?

When I was at primary and secondary schools I helped older people with shopping (buying food, chemical products, etc.) or delivering lunches to theirs flats.

It was real long-time volunteering during some months or even years.

Unfortunately then in Poland during socialistic period nobody called this activity as a volunteering.

What lessons did the experience bring to your management of your volunteer programme?

Being for a long time a member of management boards in business or in non governmental organisations I have a possibility to compare both: business work and volunteering.

I am quite sure that volunteering is very important part of our society and can help everybody to be better person in private and business life.

2. Volunteers in the business sector

Do you think it acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

According to the Polish regulations is not allowed to work as a volunteer for a business or other organisation whose primary goal is making money (a profit).

The Act on Public Benefit and Volunteer Work (Act of law of 24th April 2003) specifies in detail who can become a volunteer and the principles of cooperation between volunteer and beneficiaries – recipients of their activity. The recipient of the volunteers services are non-governmental organisations, public administration authorities and units reporting to or supervised by the same, associations of local governmental authorities or ecclesiastical entities engaging in public benefit work.

The services of volunteers cannot be used by entities within the scope of their business activity.

I agree with this rules. In my opinion giving possibility to be a volunteer in business may be dangerous. It is a easy way for not honest firm for getting workers without salary to make a profit.

Specially this situation may appear in developing countries even in Europe.

On the contrary one of our Association programme called Employee Volunteering tries to spread the volunteering idea around business employees.

Volunteering gives professionally active (business) people a chance to get involved in aid providing activities to the benefit of selected social groups and, what is essential, with the cooperation and assistance of the parent company supporting the activities.

Volunteering employees provide various kinds of services to the benefit of people in need, using their skills and abilities and at the same time developing theirs talents in other fields.

3. Structuring volunteers

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness?

During our Association trainings and consultations we give our recommendations for making a Volunteer Programme.

We sure that first of all a new volunteer programme should be prepared and “structured” according to below tasks:

1. Have the programme management rules been drawn? Is there a work place for the volunteer that the organisation is going to accept? Is it possible to reimburse the costs of the volunteer? Are you able guarantee your volunteer an insurance?
2. Is the volunteer programme an integral part of your organisation?
3. Do you have a coordinator who would supervise the volunteers?
4. Do you have a job description for the volunteers?
5. Are you going to run any training for your volunteers?
6. Are you going to somehow present the organisation to your volunteers?
7. Is your paid personnel prepared to accept volunteers?
8. Are you going to run training for your paid workers on cooperation with volunteers?
9. Is there an appropriate atmosphere to adopt volunteers?
10. What are your expectations towards the volunteers?
11. Have you defined any norms of behaviour for the volunteers (e.g. coming to work on time, being present, discretion, clothing, etc.)?
12. Have a volunteer work documentation system been prepared (hours, costs paid, days, personal information, etc.)?
13. Are you prepared to award your volunteers (acknowledgement, meetings, celebration of birthday or name day, mentions in the internal information book, etc.)?

Before you employ even a single volunteer, you have to make sure whether you are prepared to embark on a volunteer programme.

If you use above rules it will structure volunteers.

Would you ask experienced volunteers to help you with volunteer management?

During our Association trainings we say about 10 motivation factors.

One of 10 motivating factors for volunteers is taking part in the deciding process.

Each of the group members must have possibility of influencing over decisions. He/she must feel that participate in the deciding process.

The experienced volunteer has the possibility of using his knowledge, skills and feelings and support all group. I think that we should add here some information about the coordinator of volunteers.

The role of the coordinator of volunteers is crucial, though often unrecognised.

The coordinator must meet several requirements such as: willingness to be a coordinator of volunteers, willingness and ability to work with others, ability to manage people, availability of time for this function.

The coordinator is responsible for organising the volunteer's work and ensuring good performance through monitoring and supervision. The coordinator has to be able to hold volunteers accountable to their commitments. It is the coordinator's job to ensure that job responsibilities are clearly communicated and that volunteers are also aware of the responsibilities of others within the programme. The coordinator must ensure development opportunities for volunteers and provide help and support to them when there are difficulties related to the assignment or work environment.

What type of managerial responsibilities can you foresee volunteers undertaking?

During our Association trainings we say about 10 motivation factors.

One of 10 motivating factors for volunteers is responsibility for the team activities.

Each group member should be conscious of his personal responsibility for a part of the team activity.

One of 13 ways to increase motivation of our volunteers is extending the scope of responsibilities of our group members.

Volunteers should be responsible for things they have direct influence upon. They should be aware of the fact that duties are in relation to their personal aims and the main objectives of the programme.

The volunteers shall be encouraged to define their tasks or at least shall participate in the process of aims choosing. It would allow to match the aims with people's abilities.

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

There are different types of dependences in social life:

- compulsion – you are where you are, because you have to,
- calculation – you are here because you are paid for it; in which case you do only what you are obliged to and nothing more,
- cooperation – you are here because you accept the organisation (programme) and its people aims; in which case you cannot be ordered, but only be asked. If you do not agree, you have the right to refuse.

The non-governmental organisations as well as self help groups are very special and people joining them identify with the organisation's ideas. We must remember about their rights to say „no”.

This work/cooperation should be based on partnership.

Because of this fact I think that mixed both democratic and consultative managerial styles will be the best choice.

Slovakia

Jan Kelo, Chairman of civic association PROACADEMY Bratislava ,Slovakia

1. Volunteer programme

What kind of volunteer programme are you involved in?

We have not done any work at this stage on a volunteering programme. But we have experience with training for unemployment that's the area we want to get involved with in designing a volunteer programme.

There are two specific areas that we want to explore :

Establish a volunteer programme in consumer advice / consisting of basic financial services for senior citizens or families in crises. We would do this in cooperation with the local municipality

Establish a volunteer programme to support unemployed people – develop skills from volunteering – the way to employment and in cooperation with the Labor office

The current high unemployment in Slovakia / 14% / particularly disadvantaged people, for example long-term unemployed, people over 50 years old and young people leaving school promotes and develops poverty and so these groups of people are particularly at risk. This also lose interest in active civic life and get into the social isolation.

It follows that, in addition to employment needs this group of people at risk of poverty participation in society through appropriate actions in order to integrate fully into society and find meaning in life. They needs new ideas, lack of knowledge, good practice and help that will not only technical but also psychological. It is necessary to get these people to develop personal and professional skills to know to find your way in a difficult situation.

Therefore, our volunteer program wants to help these people, not only in self-employment but also in finding the psychological well-being necessary to tackle the threat of poverty and to promote their social inclusion. The program will be consist too an information set that will contain the actual data from the region of self-employment opportunities, volunteering opportunities and also the basics of financial literacy.

The essence of the volunteer program is thus new search people at risk of poverty, especially the unemployed in the region, providing them with basic information most of them in the search for self-employment and also act as a mentor. This innovative approach to people at risk of poverty is not only inspiring for cooperating Offices of labor and social affairs but also for municipalities that also come into contact with such people. The volunteers will cooperat as a mentors

How did you get involved?

Civic Association PROACADEMY agree to cooperate with local authorities Labour and Social Affairs in Bratislava region where we begin to implement the program. We will also work with local municipal authorities and community volunteer.

How did / would you establish a volunteer programme?

Volunteer program we want to launch in the autumn of this year at the local level, while PROACADEMY develop the methodology of the program, the documentation and organize volunteer recruitment, training, and their meetings.

In doing so, we assume that volunteers will use to manage knowledge and good practices of project SERVE.

Have you ever been a volunteer? If so, what sector?

Yes, I am a volunteer for many years. I work as an expert for the Union of Slovak Towns in finance and also as a member of various monitoring committees in the area of funding support economic growth and social development of the country.

What lessons did the experience bring to your management of your volunteer programme?

I suppose my experience of volunteering and willingness to pursue this activity will benefit the volunteer program

I think that to work as a **volunteer for a business** is not acceptable, because it is contradiction of the basic principal of volunteering.

3. Structuring volunteers

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness?

We still only just beginning to volunteering and therefore our volunteer group will be small, has grown up gradually. Therefore be quite enough yet that volunteer group one coordinator, what is the most effective from cost too.

Would you ask experienced volunteers to help you with volunteer management?

Our group will be small, so there is no problem if someone will have a good idea of achieving the goal.

What type of managerial responsibilities can you foresee volunteers undertaking?

In our program the management style based on mutual trust and the maximum effort to achieve their goals. The coordinator will manage volunteers under the established rules, whilst they can submit ideas for improving managerial work.

4. Management style

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

In our program the management style based on mutual trust and the maximum effort to achieve their goals. The coordinator will manage volunteers under the established rules, whilst they can submit ideas for improving managerial work.

5. Volunteer selection and training

How do/would you select volunteer?

As already mentioned in the previous volunteer program only just beginning and we are only a small group, we want to choose based on specified criteria. In that the program will be implemented in the local area we will selection of these local volunteers on the recommendation of Labor Office and local municipal authorities, which they propose suitable candidates us. These then invited to interview and select them.

How do /would you train volunteers?

Our small group of volunteers will train at a joint meeting, which will then be repeated constantly. Of course, the coordinator will be able to consult with volunteers by mail their questions and solve any problems that have arisen.

6.Motivating volunteers

Do you think it is important to continuously stimulate volunteers' self-motivation?

Yes, I think it is very important to constantly stimulate volunteer motivation that as volunteer had joy of his work and enjoyed the results. Then certainly achieved the program meets its objectives.

What do / would you do to maintain volunteers' interest in your volunteer programme?

We have no experience yet, but we will try to encourage voluntary particularly interested in creating a warm and friendly atmosphere. We will be asking for their expectations and that they meet or not. And we will meet them as well as for informal meetings /for example picnic /, where we can also some entertaining way to assess their work. We also assume that we learn to motivate volunteers and from more experienced partners in the project SERVE and will use their experiences and examples of good practice.

Spain

1.Volunteer programme

What kind of volunteer programme are you involved in?

During more than 25 years I developed tasks in the field of the social services, always inside the public administration, and where I was employed at different departments (elderly people, evaluation of handicaps, managing plans for the town halls), but my extensive experience in that area was in the management of programs for persons without economic resources.

Later, I decided to explore new areas inside the public administration and I joined the Galician Consumers Institute, in the training and education department, where they entrusted me the creation of the Galician Consumers School, as Principal.

In this new stage, that was unknown for me, I applied my knowledge and experience as social worker, while learning inside this new area.

During this time, The Galician Consumers' Institute established an agreement of collaboration with the Agency for the Technological Modernization of Galicia (AMTEGA) that manages the digital voluntary work (program VOLDIX), and we turn into entity collaborator inside the program of digital voluntary work, which has a fundamental aim in training, mainly ,diminish the digital gap between the most vulnerable groups of the society to avoid exclusion: elderly people, disabled people, immigrants, women , people from the rural areas and from marginal areas. The purpose of the project is to show all this people the way the new technologies can help them in their daily life, in their work, for their time of leisure, for their personal development ... etc.

The entities collaborating in this program are public and private entities that represent professional, academic, managerial and social interests.

Our mission inside this programme (VOLDIX) , is to train the volunteers who is the staff these classrooms in order that they could use the tool in a comprehensive way(responsible purchase, using internet in safe way, payment with credit cards , on-line banking), but we want to go further and explore other collaborations inside the voluntary work, that's why we are in Serve.

How do you get involved?

My first contacts with the voluntary work were in training and management of volunteers that are the staff these classrooms among groups of consumers and latterly we have the opportunity to develop programs aimed to underprivileged people, mainly in the area of food. The satisfaction of these projects motivated us to take part in a project three years ago, in a Red Cross program named: "To consume in times of crisis" directed to persons in risk of social exclusion for economic lacks. In this project our mission was to train volunteers of Red Cross in the management of the familiar budget in topics as: food, housing, energetic saving

In the Galician Consumers' School we have developed some time ago a training tool on electronic commerce consisting of a simulator of on-line purchases, thought initially to teach to buy safely and with responsibly. This tool was very effective to introduce to elderly people and other groups, internet and help them to lose their fear , to motivate them to do their purchase of food on the most comfortable way, taking into account that the learning of elderly implies an immediate application in their daily life.

This program of digital volunteer gave us the opportunity to extend our program for the whole territory of Galicia, since they have a network of 92 digital classrooms, mainly rural

How did/would you establish a volunteer programme?

Our programs of voluntary work are exclusively in the field of training and not in the direct management of the volunteers, for what we are at permanent contact with the managing entity of the volunteers to see its formative needs and how can we collaborate, but we do not reject the idea that in a future we could be able to manage a program that implies volunteers, especially for support the consumers' organizations.

Have you ever been a volunteer? If so, what sector?

At the personal level, I have collaborated in events on citizen participation, with different volunteer-involving organisations, and in the volunteers' training for social entities that work with people on risk situations of social exclusion as Red Cross, Cáritas Diocesana, immigrants associations ... but not as a voluntary of a particular organisation.

What lessons did the experience bring to your management of your volunteer programme?

I believe that my experience as a social worker in the past is what motivates me to try to explore this field and to collaborate in the volunteers' formation with managing entities and NGOs. On the other hand, digital volunteering, looks like to me an innovative and important field by the inequality that it can create in vulnerable groups and in which, personally ,I have great opportunities to learn

2. Volunteers in the business sector

Do you think it is acceptable to work as a volunteer for a business or other organization whose primary goal is making money (a profit)? Why?

I think that though the Spanish laws that regulate volunteerism define this activity as an unpaid area, it is possible to consider several situations as it could be the case socially responsible institutions, which though they should develop in the area of a company or entity with spirit of profit, never prosecutes the unique purpose of enrichment, or at least not directly. It consists in workers that dedicate personally part of their working hours to realize voluntary actions and, in this sense, seems to me to be very positive because it fulfils a great labour of sensitization in the society.

In fact, inside VOLDIX (program of digital voluntary work), I know some companies in the field of the telephony, which is an entity collaborator of the digital program, who allows to its employees to realize some hours of voluntary work inside its working hours.

Also the companies of social economy that prosecute together with the general economic or social interest, the collective interest of their members in the groups of entrepreneurs can see reflected their ideas of economic activity in really collective projects.

3. Structuring volunteers

How you structure or would you structure volunteers to use them in a most effective way, including the profitability of the cost?

In our particular case, it is essential that volunteers receive adequate and sufficient training, both theoretical and practical issues and functions that will develop and as we manage training programs to ensure the quality of such training, and that have the materials and tools required for the development of the activities.

We evaluated training very strictly to determine the level of knowledge and skills acquired by volunteers and if they are sufficiently prepared to assume responsibilities.

And, as important as the training, should be to understand participation must be constantly monitored, depending on the structure of the organization. A good follow can allow or refocus the loyalty volunteers. They

need to know whether institutions are happy with them. And entities, meanwhile, should have some control over the task that they performed.

In our particular case, we have a permanent coordination with the management body of volunteerism what keep the organizational structure and assign roles and responsibilities, both volunteering as the administrative heads.

Would you ask experienced volunteers to help you with the management of the voluntary work?

Personally I think it's important the allocation of responsibilities and I think we should always avoid the role of volunteers will be reduced to auxiliary and peripheral functions, because they would lose their motivation.

I think it is necessary leadership by the administration but also need to promote volunteer leadership so they can handle responsibility for tasks that can be monitoring but also, depending on the management structure, of the organization. All this reinforces the motivation and the linkage to the project by volunteers.

What type of managerial responsibilities can you foresee volunteers undertaking?

As I indicated in the previous answer, the supervision and coordination will be better accepted by the volunteers if the responsible is also a volunteer, and also in other roles within management of the project and even taking responsibility for entire project depending on the cases.

4. What type of managerial style do you prefer?

I think the management should be democratic in the sense that allows volunteers to participate in the decision-making throughout the project, but I think that the organizational structure should include a hierarchy of responsibility for the final decision-making and also assume ultimate responsibility for the whole project.

5. Volunteer selection and training

How do / would you select volunteers?

The volunteer's application is made through the VOLIX program website where it is advertised and described the program and the various others areas of cooperation.

To register as a digital volunteer in this project, we search Internet users able of helping, who want to contribute with their knowledge, enthusiasm and solidarity to the takeoff of the information of society in Galicia, and in particular, to work with those groups where digital gap becomes more evident.

As for the knowledge of computer skills, it is not necessary to have big technical knowledge, only they are asked to have:

- Users skills, intermediate or advanced
- Social abilities of mobilization
- Ability to transmit knowledge and information
- And the most important thing, desire of sharing time and knowledge

How do / would you train volunteers?

Volunteers who enrol in this program benefit from

- Permanent training in voluntary work and new technologies, for the development of the competences necessary for the correct accomplishment of their work
- Formative on-line resources in the different services in those who want to be involved.
- Specific training programs realized by the entities that collaborate with digital voluntary work, as for example the Galician Consumers' School that offers to the volunteers who have overcome the initial training stage, a specific course of 30 hours in *e-commerce* and consumers rights legislation, as well as in the digital tools with

which they are going to work. This supposes a selection of the really interested and valid, and those who are not really interested or have any problems finally are not selected.

6. Motivating volunteers

Do you think it is important to continuously stimulate volunteers' self-motivation?

From the digital program we believe that it is very important that the entities of voluntary action, as for example the GCS, take part with us in this project, so they can transmit it in an as suitable as possible way, the social and digital values of our project.

The process of motivation with our intermediate agents is fundamental to the motivation of the digital volunteers, since the most direct contact with them is through these entities adhered to this program (nowadays 41 entities).

What do / would you do to maintain volunteers' interest in your volunteer program?

To support an interesting program of permanent training and information across Voldix's web page.

To provide a digital support that can be used in any of the classrooms belonging to the Voldix's Net, among which are public libraries, CeMIT centers, social and community centers, etc.

To offer an annual program of training courses or lectures so much on-line or face-to-face, so they are able to have also an activity where to know the volunteers of different areas.

Soon it will put in function a social net of digital voluntary work where to share experiences and restlessness's. Many of these actions are entrusted to experienced volunteers who also realize tasks of support and coordination of other volunteers.

Specifically from the GCS, we support a program of pedagogic support and technical advice to the volunteers who collaborate with our program, offering different formative actions and supporting their activities with our staff when they need it.

As well, we believe it is absolutely necessary mails or phone calls of gratefulness for the realized task and also to encourage them to continue.

Turkey

3. Structuring volunteers Gönüllü Yapılandırması

How do / would you structure volunteers to utilize them most effectively, including cost effectiveness?

We don't pay for our members and volunteers and we tell about this to them when we choose volunteers. We have different clubs in our association. We have meetings some days of the week and we have a quicker communication and decisions.

Would you ask experienced volunteers to help you with volunteer management?

Yes, we ask experienced volunteers to help even if they are not our association's volunteers and also the teachers from university.

4. Management style Yönetim şekli..

What type of managerial style do you prefer? (Authoritarian, Autocratic, Democratic, Consultative, Persuasive, or other) Why?

We prefer Democratic and Consultative managerial style. We record all our decisions and we sign them. We think that it will be nice with Democracy because the volunteers are there not for the financial expectations but for help.

5. Volunteer selection and training

How do / would you select volunteers?

The members of Antalya Memurlar Derneği(ANMED) are working at different places of public offices. We regularly arrange meetings concerning the activites at our association building. To select volunteers, members are suggesting people from their work places who are potential volunteers during the meetings. We tell about the general information to the potential volenteers about the activities. Then we ask if they want to be a volunteer or not. In the meetings the members are consulting and choosing the volenteers according to their abilities, social activities and personal characteristics.

How do / would you train volunteers?

We take documents in connection with activities from public offices and other associations. The equipment, materials and the field are preparing for the activities.

We get help from the experts to improve our activites.

6. Motivating volunteers

Do you think it is important to continuously stimulate volunteers' self-motivation?

Yes, we think it is important to continuously stimulate volunteers' self motivation.

Motivation will help in self-development of individual.

What do / would you do to maintain volunteers' interest in your volunteer programme?

We make some social organizations (travelling, picnic, yahct tour, visiting historical and culturel places, going to movies). The volunteers are coming to these activities with their families and this makes an extra motivation for them.

We give certificates or plaques to thank to the volunteers.

Links to Organisations in Partner Countries to June 2013

Volunteer programmes examined at Budapest Project Meeting:

1. Sports and Leisure Association for the Visually Impaired

(*Látássérültek Szabadidős Sportegyesülete, LÁSS*) www.lassegyesulet.hu

Introduced by Szabolcs Forgács and a German EVS (European Volunteer Service) volunteer

This non-governmental association exists to foster and organise sporting and recreational activities for visually impaired people and sighted volunteers. The goal is to connect them with one another so that they could do these activities together.

2. Volunteer programmes of the National Motoric Improvement Center for Children and Youth (*Mozgásjavító*

Általános Iskola, Szakközépiskola, EGYMI és Diákotthon) <http://www.mozgasjavito.hu/>

Introduced by Zsolt Siklósi and Anita László

All the social activities outside of school hours are organized by volunteers catering to the needs of children with mobility impairment.

3. Halastó Cultural Association (*Halastó Kulturális Egyesület*) <http://halasto.com/>

Introduced by Zsófia Tettamanti

In the framework of the association, as a result of volunteer activities, choral music, concerts and art happenings are performed, or movies and exhibitions are shown in interesting Budapest venues. These venues are found, renovated and maintained by volunteers. Their aim is to strengthen civic pride, play an important role in urban renewal and provide new meeting places for people of all age groups who are interested in contemporary urban culture.

4. The Volunteer Programme http://www.szepmuveszeti.hu/onkentesek_muzeumban

and the Volunteer Guide Programme of the Museum of Fine Arts Budapest

<http://www.szepmuveszeti.hu/web/guest/szepmuheley/docent>

Introduced by Zsuzsanna Csuka, Coordinator of the Volunteer Programme of the Museum of Fine Arts and Edina Deme, the Director of the Docent Programme

There are two volunteer programmes at the Museum of Fine Arts Budapest:

a. The Hungarian volunteers of the Volunteer Programme team up with Museum employees to assist the museum staff in many areas such as Information Desk responsibilities, Newsletter editing, translation, promotion, data entry, and office assistance. Some volunteers with special technical skills assist in web design and technology. Volunteers also play an important role in giving support to museum educators in children's activities.

b. The volunteer guides of the Docent Programme (Volunteer Guide Programme) offer visitors free guided tours in English and in Hungarian in the Old Masters' collection. Prospective Docents undergo intensive training in English by the Museum Education Department that focuses on interpretive and communication skills. In addition to their function as guides, docents also often conduct research using the institution's facilities or provide administrative support for the Docent Programme.

Volunteer programmes examined at Cork Project Meeting:

Foróige Youth Volunteer Group

(www.foroige.ie)

<http://www.foroige.ie/our-work>

<http://www.foroige.ie/volunteers/volunteer-resources>

Foróige is the leading and most successful youth organisation in Ireland working with young people since 1952. The scale and magnitude of our work is truly incredible, we now work with 1 in 8 young people in Ireland.

It works with almost 60,000 young people aged 10-18 each year through volunteer-led clubs and staff-led youth projects. Foróige currently operates in 26 counties in Ireland, with 588 Foróige Clubs, 140 youth projects, the Big Brothers Big Sisters mentoring programme, the Foróige NFTE Youth Entrepreneurship programme, Youth Citizenship and Youth Leadership programmes!

Foróige works to empower young people to develop their own abilities and attributes, to think for themselves, to make things happen and to contribute to their community and society. The vision is an Ireland that believes in every young person. The purpose is to enable young people to involve themselves consciously and actively in their development and in the development of society.

Voluntary Services Overseas (VSO)

www.vso.ie

<http://www.vso.ie/about/what-we-do>

VSO is the world's leading independent international development agency working for change through volunteers. Since 2004 VSO Ireland, as part of the global VSO organisation, has enabled people to help others and create a long-lasting change that's now felt around the globe. VSO brings skilled volunteers into developing countries to inspire and train the world's most vulnerable and marginalised people. A volunteer acts as a catalyst that creates a lasting change which can be sustained long after they leave.

Cork Volunteer Centre

http://www.volunteercork.ie/wp-content/uploads/2012/11/Cork_Volunteer_Centre_Final_Flatplan.pdf

Cork Volunteer Centre provides a placement service matching individuals who would like to volunteer, with non-profit organisations who involve volunteers in their activities. Advice and support is offered to both volunteers and non-profit organisations through a range of services including information, consultation, volunteer management training and Garda vetting administration.

Cork Volunteer Centre is a member of Volunteer Ireland and is funded by the Department of Environment, Community & Local Government and by Local Development Companies located in Cork City & County.

Cork VEC Youth Services

http://www.corkvec.ie/youth_services/youthreach.shtml

The Antalya Public Servants Association (ANMED)
Address: Elmali Mah. 15. sok. No:6/2 ANTALYA

The presentation of the program at the ANMED Antalya Public Servants Association.

<http://www.anmed.net/>

The Antalya Public Servants Association (ANMED), provides support to the economically and socially disadvantaged people by giving educational courses, organizing cultural, social and sport activities for the adults and especially public servants living in Antalya including the members and staff of the association.

Visiting the AKDİM Antalya Intercultural Dialogue Center.

<http://www.akdim.org/>

AKDİM is a organization of intercultural communication open for everyone without dividing people on the basis of religion, language, race and social status. Its vision is to ensure social dialogue, peace, love and tolerance. Its mission is to bring people together on different issues and to make contribution in every sphere of our lives - from art to sport, from sightseeing to conference.

It operates as a voluntary organization aimed at helping foreigners living in Antalya in learning the customs of the Turkish culture and integrating in the society as well as at providing social support and legal assistance on the problems they may come across.

Visiting “Is anybody here” Relief And Aid Organization Antalya Branch Office.

<http://www.kimseyokmu.org.tr/?p=sube&s=antalya>

The “Is anybody here” organization is dedicated to distributing aid and providing effective and immediate solutions to those in need both in the country and abroad by protecting their dignity and without dividing people on the basis of religion, language and sex. Its most prominent activity is to carry out projects, to provide support and to ensure infrastructure necessary to implement the solutions on the basis of mutual cooperation.

In times of disasters it provides aid not only to Turkish citizens but also to all the countries and people who called for help.

Visiting the HAMLEDER Education, Culture, Relief and Aid Organization, <http://hamleder.org>

HAMLEDER is a civil organization considering education to be a solution for all problems, regarding ignorance and poverty as the main source of all problems, and believing that all wounds can be treated **by love**, compassion, mutual help and solidarity.

The bedrock of the HAMLEDER mission is to ensure social solidarity and mutual assistance by arranging a number of social and cultural activities along with giving all necessary educational help to primary-school children from poor families.