

EU Aid Volunteers

We Care, We Act



STANDARDS AND PROCEDURES REQUIRED BY EU AID VOLUNTEERS INITIATIVE

GUIDELINES FOR
SENDING ORGANISATIONS

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VOLUNTEERING MATTERS



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CREDITS

"Bringing the value of volunteers and CSOs to EU humanitarian response: achieving high quality standards, outreaching active EU citizens, reinforcing our civil society capacities to respond to humanitarian crisis"

Project No. 2014-3392/002-001

EU AID VOLUNTEERS INITIATIVE

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GUIDELINES FOR
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PRESENTATION LETTER





ANA ALCALDE
DIRECTOR
ALIANZA POR LA SOLIDARIDAD

More than 60 years since the EU treaties were first signed, European Citizenship is still a dream, a beautiful and romantic idea, albeit one that is decreasingly supported; it is a dream to be achieved one day in the uncertain future, like world peace and poverty eradication.

However, in recent years, European Citizenship has been proven one of the most and relevant ways to foster the process of engendering European solidarity.

EU institutions and leaders will not be effectively compelled to make changes if there is not a critical mass of people feeling they belong to the same political community with the same rights and obligations.

Fear of change, of Europe's myriad crises, of migration, and of losing world power and status could be an incentive for reforms but is hardly a driving force for building a common political project for a common future.

The EU Aid Volunteers programme is just one of those limited initiatives begun under the discrete framework of EU citizenship. However, under current contexts this programme becomes one of the bases to build a serious political community integrated into a global world, undermining the terrible Fortress Europe that seems to be emerging.

Through our involvement in the EU Aid Volunteers programme we learnt and improved our processes on volunteer management, what standards and procedures work better in varied contexts, and which policies and budgets are required. However, most important of all, is the fact that those of us who participated in the programme – both people and organisations – feel we are truly European Citizens, and want to continue to pursue this dream.



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1

EU AID VOLUNTEERS INITIATIVE



WHAT IS EU AID VOLUNTEERS?

The EU Aid Volunteers initiative is an opportunity to promote cooperation between active European citizens, working side by side with communities in countries that are experiencing humanitarian crises. At the same time, the relationship between humanitarian action and active citizenship prompts alliances between local, national and global organisations.

The establishment of the EU Aid Volunteers initiative is foreseen in the Lisbon Treaty, with the objective being "to establish framework for joint contributions from young Europeans to the humanitarian aid operations of the Union" (Art 214.5 TEU).

In order to establish this initiative, the Commission opened a consultation period in 2010 to obtain an overview of the situation of volunteering in humanitarian aid and to learn about the advantages and disadvantages of creating a humanitarian volunteer initiative. All relevant actors were consulted through a series of bilateral meetings, surveys, conferences, and public consultations online. In addition, 12 pilot projects were carried out between 2011 and 2013 to test different deployment mechanisms of volunteers in third countries. Finally, in 2013, three preparatory actions (tenders) were carried out to analyse in depth corporate volunteering, standards and certification of organisations, and training and capacity building.

In 2014, the regulation establishing the European Voluntary Humanitarian Aid Corps ("EU Aid Volunteers initiative") was adopted: Regulation (EU) no 375/2014 of the European Parliament and of the Council of 3rd April 2014.

The legal basis of the Initiative can be found at:

REGULATION N° 375/2014¹

Establishes the European Voluntary Humanitarian Aid Corps ("EU Aid Volunteers Initiative")

IMPLEMENTING REGULATION N° 1244/2014²

Establishes volunteer management procedures, training programme, certification mechanism

DELEGATED REGULATION N° 1398/2014³

Establishes standards on recognition, equal opportunities, partnerships and the competence framework

Article 4 of this regulation n° 375/2014, establishes the objective of the initiative, emphasising three aspects:

Contribute to strengthening the Union's capacity to provide needs-based humanitarian aid aimed at preserving life, preventing and alleviating human suffering and maintaining human dignity.

Strengthening the capacity and resilience of vulnerable or disaster-affected communities in third countries, particularly by means of disaster preparedness, disaster risk reduction and by enhancing the links between relief, rehabilitation and development.

Promote the added value of joint contributions of EU Aid Volunteers, expressing the Union's values and solidarity with people in need and visibly promoting a sense of European citizenship.

Since 2015, the EU Aid Volunteers initiative has been implemented through project calls to support participating organisations and the deployment of volunteers.

1 EU Regulation N° 375/2014 of 3 April 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R0375&from=EN>

2 EU Commission Implementing Regulation N° 1244/2014 of 20 November 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1244&from=EN>

3 EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

WHO CAN PARTICIPATE?

The initiative is open to the participation of citizens and non-profit organisations and public institutions based in Europe or in third countries⁴. The participants are organised according to their role within the initiative in three groups: Sending organisations, Hosting organisations and Volunteers.



SENDING ORGANISATIONS

EU-based organisations responsible for all the aspects of identification, selection, preparation, deployment and management of the EU Aid Volunteers.

Sending organisations (based in the EU) must belong to any of the following categories:

- Non-governmental not-for-profit organisations established in a EU Member State
- Civilian public law bodies from a Member State;
- The International Federation of National Red Cross and Red Crescent Societies.

Candidate and partner countries of the European Neighbourhood Policy and countries that are members of the European Economic Area (EEA) can participate as soon as these countries have signed agreements with the EU covering the programme.

Sending organisations must be active in the field of humanitarian aid.



HOSTING ORGANISATIONS

Hosting organisations are based in non-European Union (EU) countries and are responsible for the induction phase, designating mentors and ensuring the provision of adequate accommodation and working conditions throughout the deployment.

Hosting organisations (based in third countries) must belong to any of the following categories:

- Non-governmental not-for-profit organisations operating or established in a third country under the laws in force in that country;
- Public law bodies of a civilian character governed by the law of a third country;
- International agencies and organisations.

Hosting organisations must be active in the field of humanitarian aid.



VOLUNTEERS

European citizens interested in becoming involved as volunteers in humanitarian aid operations in third countries.

To be EU Aid Volunteer, you must:

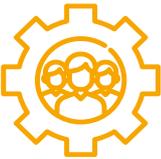
- Be a minimum 18 years old.
- Be a European Union citizen or long-term resident in an EU Member State.
- Have full-time availability for the entire time specified in the vacancy notice, which can be from 1 month to 18 months.
- Be available to participate in two-week training programme as part of the selection process.
- It is not necessary to have a humanitarian aid experience to apply to be an EU Aid Volunteer. However, they must meet the requirements of each volunteer vacancy.

⁴ As defined by the Regulation n° 375/2014: "third country" means a country outside the European Union where humanitarian aid activities and operations take place.

HOW TO PARTICIPATE?



The Volunteers can apply for the opportunities which are published on the EU Aid Volunteers Platform⁵. If there is a vacancy that interests them, and they have the skills and abilities that are required, they can send the application form, along with the self-assessment questionnaire, the EuroPass CV, and a motivation letter to the sending organisation.



The sending and hosting organisations must certify that they comply with the quality standards required for the proper management of the volunteers. The certification process is done through a self-assessment form that must be accompanied by evidence of compliance with the regulations and the implementation of the required processes stipulated in the Delegated Regulation (EU) No 1398/2014 and the procedures laid down in Implementing Regulation (EU) No 1244/2014.

HOW TO BE A CERTIFIED ORGANISATION?

Certification is a compulsory process for all organisations interested in participating in the EU Aid Volunteers initiative. The certification process is evidence-based, meaning that there are certain requirements for which sending organisations shall have established policies and procedures of which they need to provide evidence in order to be certified as sending organisations. This is to ensure that the standards of volunteer management set by the Commission are met by all participating organisations.

In the evidence-based self-assessment, the sending organisation shall disclose any gaps and areas needing improvement that may require technical assistance in order to reach the full level of compliance.

Information regarding the certification process can be found on the website of Education, Audiovisual and Culture Executive Agency: https://eacea.ec.europa.eu/eu-aid-volunteers/actions/certification-mechanism-for-sending-and-hosting-organisations_en

Certified sending and hosting organisations shall undergo re-certification after three years following the decision of the Commission awarding the certification, or at any time in the event of substantial amendments to the standards or procedures in place for the EU Aid Volunteers initiative. The Commission may also decide to suspend or terminate certification following the rules indicated in Art. 37 of Regulation 1244/2014.

Only certified organisations can create consortia with other sending and hosting organisations to present projects for the deployment of EU Aid Volunteers.

⁵ EU Aid Volunteers Platform: https://webgate.ec.europa.eu/echo/eu-aid-volunteers_en/

WHAT OPPORTUNITIES DOES THE INITIATIVE OFFER?

Opportunities open for volunteers with various profiles and levels of experience (junior and senior) to contribute with their expertise and motivation in humanitarian contexts.

Chance for volunteers active at the local level to apply and gain experience in the international humanitarian context.

Online volunteering for those who want to contribute to global causes without leaving their homes.

Establish new, and strengthen existing, partnerships with sending and hosting organisations.

To become organisations that build alliances and connect peoples, responding to and raising awareness of global challenges.

Organisations will be equipped with extra resources and funds to strengthen their capacities.

Opportunities and funds for communication and awareness raising activities that will strengthen the role of active citizenship in addressing global challenges.

Professional support by trained and well-prepared volunteers to communities affected by disaster.

Compliance with the required standards and EUAV certification can give access to other volunteering schemes, such as European Solidarity Corps without the necessity of passing through a separate accreditation mechanism.



NOTES



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2

GUIDELINES FOR SENDING ORGANISATIONS



WHY ARE THE GUIDES USEFUL?

Alianza por la Solidaridad has teamed up with Volonteuropa, GVC and Hungarian HBAid to support the initiative's implementation, offering technical assistance⁶ to organisations interested in sending EU Aid Volunteers.

As part of the support offered, these guides have been developed on the standards required in the certification process, so that all interested organisations can gain an in depth knowledge of the requirements of the EUAV initiative and how to implement the procedures to adapt their processes, and by doing so, comply with the EU Aid Volunteers standards.

WHAT IS THE CONTENT OF THE GUIDES?

These guides are expected to be very practical, simple and easy to handle, while also containing all the necessary information and references for organisations to understand what each standard involves and the steps each organisation should in order to comply with the standards in accordance with the required regulatory framework.

For each standard required in the certification process of the sending organisations, a specific guide has been developed that indicates the legal norm of reference, and addresses four basic questions:



WHAT ARE THE KEY CONCEPTS IN ORDER TO UNDERSTAND THE REQUIRED STANDARDS?

Key definitions and / or concepts are provided that have been consulted in technical references, in European legislation and in particular in the legal framework of the initiative.



WHY IS THIS STANDARD IMPORTANT IN THE MANAGEMENT OF VOLUNTEERING IN HUMANITARIAN MISSIONS?

There is a brief justification of the importance of the standard for the management of humanitarian volunteering in organisations and to ensure the implementation of the EU Aid Volunteers initiative.



WHAT DO ORGANISATIONS NEED TO DO TO IMPLEMENT THESE STANDARDS?

It provides basic information on the procedures required to incorporate each standard into organisation processes and gives guidance on how to implement them.



CHECKLIST

A checklist is included to help the organisation visualise its level of compliance.



WHERE CAN YOU FIND EXAMPLES AND GOOD PRACTICES ON IMPLEMENTING THE STANDARD?

References, examples, or good practices are provided so that organisations wishing to do so can consult the documents in order to expand their information on the relevant standard and others related to the guidelines.

⁶ See the website dedicated to the Technical Assistance project: <https://volonteuropa.eu/project/eu-aid-volunteers-technical-assistance/>

HOW TO USE THE GUIDES

European organisations interested in carrying out a certification process to become a sending organisation of the EU Aid Volunteers initiative can use the guides to find the basic information required to implement each of the quality standards. Guides can also be used to find examples of good practice and references to other sources of information.

To facilitate the understanding of the 18 quality standards required of sending organisations, we have grouped them into three categories:

<h1>1</h1> 	LEGAL FRAMEWORK <p>This establishes the standards related to norms or regulations that affect part or all of the volunteer management cycle and those that they must pay special attention to in order to develop the EU Aid Volunteers initiative</p>	STANDARDS: <ul style="list-style-type: none">1 · Duty of Care & Safety and Security Measures2 · Equal opportunities and non-discrimination3 · Safeguarding children and vulnerable adults4 · Health & Safety5 · Data protection
<h1>2</h1> 	PARTNERSHIP SENDING AND HOSTING <p>This establishes the framework of sending and host organisations and defines the principles that must be followed to guarantee an adequate management of volunteering in humanitarian missions.</p>	STANDARD: <ul style="list-style-type: none">6 · Partnership
<h1>3</h1> 	VOLUNTEER MANAGEMENT CYCLE <p>It refers to the different phases that the organisations carry out to ensure an adequate relationship and care of the volunteer. We identify as main phases of the EU Aid Volunteers cycle, which integrate the different standards:</p> <ul style="list-style-type: none">• Identification of tasks• Identification and selection of volunteers• Preparing• Logistic aspects• Deployment• Monitoring and evaluation• Recognition and link after the mission	STANDARDS: <ul style="list-style-type: none">IDENTIFICATION OF TASKS AND SELECTION OF VOLUNTEERS<ul style="list-style-type: none">7 · Volunteer task assignments8 · Learning and development planPREPARING<ul style="list-style-type: none">9 · Procedures for pre-deployment preparation of EU Aid Volunteer10 · Apprenticeship placementsLOGISTIC ASPECTS<ul style="list-style-type: none">13 · Living conditions14 · Working conditionsDEPLOYMENT<ul style="list-style-type: none">15 · Contract with the EU AID Volunteer16 · Integrity and Code of ConductMONITORING AND EVALUATION<ul style="list-style-type: none">11 · Performance management17 · DebriefingRECOGNITION AND LINK AFTER THE MISSION<ul style="list-style-type: none">12 · Professional and social recognition

QUALITY STANDARDS EU AID VOLUNTEERS

1 LEGAL FRAMEWORK



2 PARTNERSHIP SENDING AND HOSTING



3 VOLUNTEER MANAGEMENT CYCLE



1 Standard

DUTY OF CARE & SAFETY AND SECURITY MEASURES





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 28, of the EU Implementing Regulation 1244/2014, and points 5 and 6 of the annex 1

WHAT ARE THE KEY CONCEPTS?

These guidelines refer to the legal framework, procedures and activities that an organisation must implement to guarantee the security and safety of the people who are part of it (staff, volunteers, etc.).

KEY DEFINITIONS:

SECURITY: Protection of our staff, volunteers, or organisation resources from violence, theft, or damage. Response to intentional actions.

SAFETY: Protection against the effects of external events. Response to accidental actions.

THREAT: Danger to staff, the organisation, or its properties. (Generally, this affects every team member/organisation that share the same context and characteristics in a similar way).

VULNERABILITY: Level of exposure to a particular threat. (It changes from one organisation to another - internal factors).

RISK: Likelihood and the impact of encountering a threat. (The impact probability changes from one organisation to another).

IMPACT (SERIOUSNESS): Consequences of a security incident for the organisation, its members, the programme, or the beneficiaries.

SECURITY PROCEDURES AND RULES: They are the measures, actions, and procedures which are implemented to avoid and/or minimise the impact of identified risks.

BASIC PRINCIPLES OF SECURITY MANAGEMENT:

- **LIFE AS THE MAIN PRIORITY AND AN INDIVIDUAL'S RIGHT TO WITHDRAW FROM THE PROGRAMME**
For the organisation, people's lives must be the most important factor. Neither staff members nor volunteers must put their life or other people's lives in danger while trying to protect the organisation's equipment, financial resources, documents or infrastructures. When new risks appear or if there is any change in context or circumstances, staff will have the right to ask for the suspension of any activity or displacement (it is depending upon a policy of the organisations, it is not covered automatically by the Commission).
- **PRECAUTION PRINCIPLE**
The precaution principle allows us to react rapidly when facing a possible danger for our health or to protect the environment.
- **ACCEPTANCE AND PROTECTION**
Our security management is based on achieving acceptance of the social groups or local communities with which you are working. One of the basic conditions to operate in any place is to encourage local communities to accept us, contribute, participate, and communicate with us through our projects.

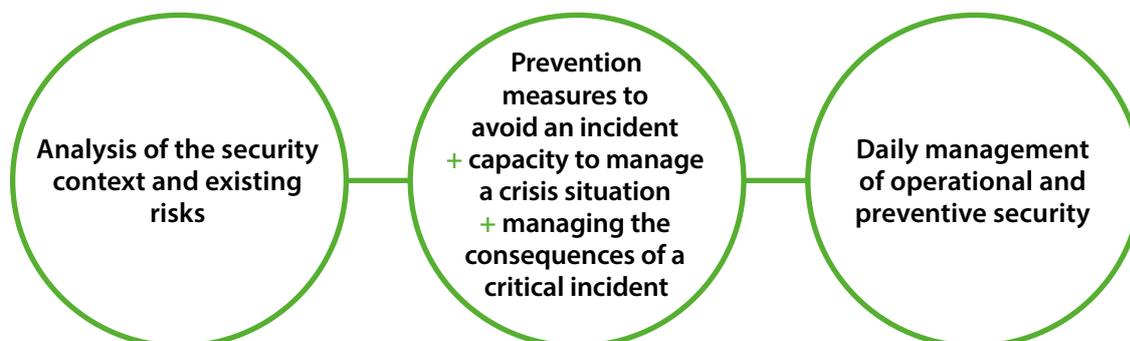
● DO NO HARM

We must never carry out any mission or project that could put in danger the security of the social groups or local communities with which you work.

● RISK THRESHOLD

We must always evaluate the risks that the interventions or projects can cause. Operations must be stopped where security risks could be out of proportion in relation to the intervention benefits or positive impacts. The organisations should commit to the ongoing review of the context and its risks.

SECURITY IS BASED ON:



WHY IS THIS IMPORTANT?

Having a security and safety policy and relevant procedures ensures that the organisation is prepared to prevent and respond to possible incidents (traffic accidents, attacks, threats, etc.) that could affect physical integrity of its members as well as the normal operations, image or work of the organisation.

For the EU Aid Volunteers initiative, the safety and protection of volunteers is a priority and is seen as a shared responsibility between the sending organisation, the host organisation and the volunteers themselves.

SENDING ORGANISATIONS HAVE THE FOLLOWING RESPONSIBILITIES WITHIN THE EU AID VOLUNTEERS INITIATIVE:

1 • Have a security and safety policy, which must:

- Be clear and precise.
- Be realistic and applicable, adapting to the specific context.
- Consider the entire staff of the organisation, especially volunteers.
- Define the responsibilities of each team member.
- Establish dissemination mechanisms.
- Be regularly reviewed and updated.

2 • Ensure that hosting organisations also provide volunteers with adequate health and safety conditions. It should be noted that the contexts where volunteers are deployed can:

- Present social or political instability, or be regions prone to conflict.⁷
- Be unknown environments for volunteers (culture, geography ...).
- Present situations to which volunteers are not accustomed and therefore are more vulnerable to taking risks.

3 • Inform, provide training, and maintain constant communication with volunteers about security policy, analysis of contexts and risks, communication mechanisms and measures before different risk situations. The sending organisation should encourage volunteers

⁷ As stipulated in Regulation n°375/2014, EU Aid Volunteers shall not be deployed to operations conducted in the theatre of international and non-international armed conflicts.(Art.14). Every year EACEA and ECHO provides a list of eligible countries for deployment, based on the INFORM (<http://www.inform-index.org>) security assessment report.



to commit themselves to comply with the standards of protection and inform them of the possible consequences of their non-compliance.

- 4 · Develop with the host organisation an evaluation of the risks and protection and health mechanisms that cover the period of activities in the country of deployment and include outward and return travel. This evaluation should be constantly updated and in case of relevant changes, new protection measures should be identified and volunteers should be kept informed.
- 5 · Report on the deployment of volunteers to the competent authorities of the EU Member States, the local authorities where the host organisations are located, as well as the Commission's humanitarian aid offices. The sending organisation must also consider how it will deal with the regulations for the consular protection of those volunteers who are not EU citizens.
- 6 · In the event of incidents or situations involving the early return of volunteers, sending organisations should commit to following the recommended management mechanisms of ECHO and EACEA, and if appropriate, to apply the evacuation procedures of the embassies and consulates where the volunteers are registered.

Even though EU Aid Volunteers will not be deployed to emergency response operations in areas of armed conflict, security measures and appropriate training are of paramount importance.

HOW TO IMPLEMENT IT?

ORGANISATIONS SHOULD INCORPORATE SECURITY GUIDELINES ON TWO LEVELS:

- 1 · **Institutional policy:** Develop the framework on security that will guide the organisation. It must include the principles, commitments, and limits within which it can be operated. The policy is the basis for developing specific plans, procedures, and mechanisms.
- 2 · **Operational Plans:** Collect concrete actions that analyse the risks, organise the resources and capacities to reach a level of preparation that allows for the adequate and effective response to threats and incidents.

Developing a safety plan is a job that must be done as a team. Methodologies should be used to collect the contributions of persons who occupy different positions within the organisation.

IN ORDER TO PREPARE A SAFETY PLAN, THE FOLLOWING STEPS MUST BE TAKEN INTO ACCOUNT:

STEP 1

SECURITY MANAGEMENT

This consists of specifying the roles, responsibilities and data of the persons to be contacted for each case. For example, the role of security coordinator should be defined in each office or headquarters of the organisation, as well as who will be in charge of activating the response mechanisms, who should be in charge of internal and external communication in case of an incident, who is responsible for training and raising awareness of the plan, etc. This can include a security organisation chart, defining the levels that people occupy in security management and the spaces defined for teamwork or decision making (security committee, etc.).

Responsibilities should also be established for each member of the organisation, including volunteers.

STEP 2

CONTEXT ANALYSIS

Political, economic, social, geographical, environmental and other relevant aspects of the locations where the organisation carries out its work should be considered. In addition, it is important to include historical analysis of

incidents in crime, accidents, abuses, health problems, supply of basic resources (water, food, etc.), natural events (earthquakes, floods, etc.) as well as characteristics of the area.

STEP 3
RISKS ANALYSIS

To carry out an adequate risk analysis, you must:

	IDENTIFY THREATS	+	ANALYSE VULNERABILITY	=	IDENTIFY THE RISKS
	Dangers to which the organisation's personnel and resources are exposed.		Potential exposure of people and resources to each threat.		Risk is linked to vulnerability to particular threats.
E.G.	High level of accidents on a particular road.		Daily displacement of personnel of the organisation by this road.		Car accident.

This analysis should be completed with an impact analysis and an analysis of the probability of the risk occurring:

	IMPACT ANALYSIS	ANALYSIS OF PROBABILITIES
	The effect of the occurrence of the risk on the personnel and the resources of the organisation is measured. To evaluate it, a scale of 1 to 5 is used: Negligible (1), Minor (2), Moderate (3), Severe (4), Critical (5).	An analysis of probabilities helps prioritise potential threats from what is possible to what is probable. A scale from 1 to 5 is used: No probability (1), low probability (2), average probability (3), high probability (4), very probable (5).
E.G. CAR ACCIDENT	Impact: Critical (5).	Very probable.

Finally, the risk analysis incorporates preventive and reactive measures for each threat. To determine these measures, it is necessary to analyse the capacities and resources of the organisation.

	PREVENTIVE MEASURES	REACTIVE MEASURES
	These are carried out to avoid risks.	They are to be carried out in response to an incident.
E.G. CAR ACCIDENT	<ul style="list-style-type: none"> • Respect speed limit and driving rules • Regular contact with the office • Seatbelt use • Driver health check-up • Car maintenance and car equipment (first aid kit, water, etc.) • It is forbidden to drive at night • Signed responsibility release for passengers that are not part of our team 	<ul style="list-style-type: none"> • Contact local police • Contact with country office and headquarters • Evacuation of injured people to specific hospitals • Contact vehicle insurance company • Inform the family





A risk analysis should include all relevant information, for which it is recommended to consult reports and studies of institutions in the area on threats and vulnerabilities. It is important to remember that you can be surrounded by many different threats, but if there is no exposure to them, there is no risk.

It is also important to note that some organisations may require the technical advice of state institutions, universities and other specialised organisations to carry out a risk analysis with high precision and quality.

STEP 4
SECURITY LEVELS

Some organisations, including the UN, manage their security based on the classification of risk in "levels or phases".

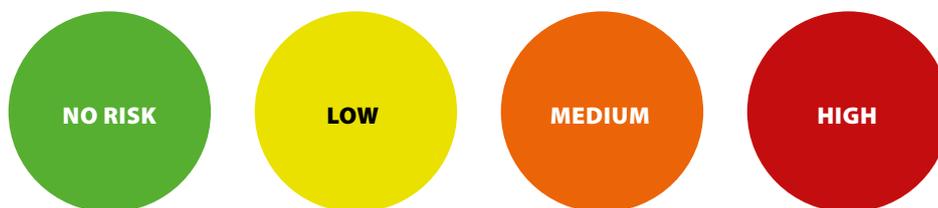
Organisations have 3 or 5 security phases, from low risk to very high risk.

- For example:

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Calm and stability	Tension that affects the activities	Tension that prevents organisation activities	Open crisis, evacuation

Other organisations give colours to each of the phases to make the level of security more visual.

- For example:



The high level will mean the evacuation of all staff.

Each phase is going to be accompanied by indicators that explain the situation (social, political, environmental indicators, etc.), and the actions to be taken in each case.

The benefit of working with levels of security is that, once they have been declared, they are supposed to motivate actions without doubt or discussion.

STEP 5
SECURITY PROCEDURES AND RULES

These are measures, actions, and procedures which when implemented contribute to avoiding or minimising the impact of identified risks. They must be mandatory for all staff, including volunteers.

Procedures and safety measures should include details of how to proceed in each case, who to contact, who is responsible in each case, who makes decisions, who should contact the authorities if necessary (if applicable), and contain all the necessary contact telephone numbers, as well as emergency telephones, as the case may be (firefighters, health centres, etc.).

Each organisation according to its activity, location and resources must identify the specific aspects of behaviour and working practices to which it wants rules to apply to but it is recommended to evaluate:

INDIVIDUAL BEHAVIOUR	Specific rules on topics such as language (respect for communities, gender issues), clothing (if the cultural context imposes specific rules), identification and documents to carry (contact list of safety, organisation card, insurance , etc.), files they must provide (registration at the embassy, clinical history, etc.), schedules, consumption of liquor or psychoactive substances. Duty of self-care, etc.
TRANSPORT	If the organisation has its own vehicles, it should define who is authorised to drive them, define the responsibilities relating to the vehicles, the hours of use of the vehicle (for example, if it is forbidden to use at night or on holidays). Equipment and documents to be carried in vehicles (first aid kit, fire extinguisher), rules on who can travel in vehicles, procedures in case of breakdown or accident, etc. In case you do not have your own vehicle, you must define type of authorised transports, schedules, etc.
COMMUNICATION	Necessary and available communication systems, communication protocols (frequencies, codes, contacts, etc.), use of telephones, internet, etc. Specific procedures for communicating sensitive information.
HOUSES, OFFICES AND OTHER ACCOMMODATION	This includes rules on who is responsible for opening and closing offices, good practices to prevent incidents, equipment and essential supplies (first aid kit, fire extinguishers, water, etc.), use of computer equipment, handling confidential or sensitive documentation, etc.
MAIN RISKS DETECTED	You must collect the specific procedures for each detected risk. For example, procedure in case of robberies in offices or headquarters, assault on team, aggressions, vehicle theft, fire, earthquakes, etc.
HEALTH AND PERSONAL CARE	It should include rules on vaccinations, periodic medical check-ups, including check-ups before and after travel, psychological support after a mission in humanitarian contexts, contents of first aid kit for offices and for travel, etc. Specific preventive measures and procedures for responding to health risks should be established, such as: sexually transmitted diseases, contagious or endemic diseases in an area, stress management, etc. and the medical centres to be addressed in each case.
SEXUAL ASSAULT	In case of sexual assault, the rules and procedures established must guarantee the confidentiality and protection of victims.

STEP 6 EVACUATION PLAN

According to safety levels, it is necessary to define when a partial or total evacuation should be performed.

A procedure must also be carried out for the different causes of evacuation, for example: medical evacuation, evacuation due to natural disaster, evacuation due to disturbance of public order. The evacuation routes (land, air, sea) should be detailed in each case and specific procedures should be provided, including who makes the decision, evacuation of evacuation routes and contact details of security personnel, competent authorities and health care centres.

If there is a medical evacuation, then it falls under the EU Aid Volunteers Initiative medical insurance coverage.

In case the staff or volunteer is on mission in another country, it is recommended to coordinate evacuation procedures with the respective embassies and consulates.

STEP 7 INCIDENTS MANAGEMENT

Whenever an incident occurs, regardless of severity, it is important that an incident report, including security threats and incidents, is filled in. These incidents will be reported to those responsible for security.



It is important to report incidents because it alerts the rest of the organisation or even other organisations to take the necessary precautions.

Generally, there are three types of incident reports, but each organisation must determine its own reports and the regularity of each report.

IMMEDIATE REPORT	Provided at the time of the incident. It may be done verbally.
FOLLOW-UP REPORT	Done shortly after the incident occurs and while it has not yet finished (12, 24, 48 hours). It should provide more detailed information on the incident and the measures taken.
FULL REPORT	Developed once the incident is complete and should contain all the processes that have been followed.

Reports should contain all possible information: type of incident, who has been involved, when it happened and where, the causes, the impact on people and resources, the measures taken, etc.

STEP 8

COMMUNICATE THE PLAN / TRAINING ON SAFETY ASPECTS

Security plans are usually documents for internal use only, because of the sensitive information they may contain about the organisation. Therefore, the communication of the plan is restricted to the staff and volunteers. It is recommended to have a training session with all staff to explain them the key elements of your organisation's Security Policy and Security Plans.

Every new member of staff should have one session dedicated to security procedures and policies in their induction training. Volunteers must receive security trainings and briefings, and must follow security procedures like the rest of the staff. Organisations must ensure that all information about security processes is shared with and understood by the volunteer and hold a briefing around pre-deployment, deployment and post-deployment.

Both personnel and volunteer contracts must state that safety policies and standards have been read, understood and accepted.

CHECK LIST

Does the organisation have a care, safety and security policy which considers requirements that are needed to take part in EU AID Volunteers?

The organisation has developed, in a participatory manner, a security plan containing:

- Security organisational charts
- Security Management
- Context Analysis
- Risks Analysis
- Security Levels
- Security Procedures and rules
- Evacuation Plan
- Incidents Management
- Communicate the plan / training on safety aspects



- ✔ The care, safety and security policy includes volunteering management.
 - ✔ The organisation updates the security policy regularly.
 - ✔ The staff knows and is trained on how to implement the care, safety and security policy.
- ✔ The organisation has informed relevant national authorities before EU AID Volunteer deployment.
 - ✔ The organisation has ensured that all information on security and safety procedures is shared with and understood by the volunteer to provide a context-specific security briefing before departure and within 24 hours of arrival in the country of deployment.
 - ✔ The organisation has ensured that the EU Aid Volunteer is covered, as a minimum, by the EU Aid Volunteers insurance provided.
- ✔ The organisation has developed pre-deployment security briefing.
 - ✔ The organisation has developed a security briefing within 24h of arrival (this should be done by the hosting organisation).
 - ✔ Other evidence.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?



WE RECOMMEND MAKING USE OF YOUR MEMBERSHIP IN REGIONAL, NATIONAL PLATFORMS AND NETWORKS: explore whether your organisation, as a member, has the access to the relevant security management documents, templates and good practises such as security policy template, security guidelines for staff and volunteers deployment, evacuation plan templates, security training sessions, etc.

ALIANZA POR LA SOLIDARIDAD LED THE WEBINAR DEVOTED TO SAFETY AND, AND WITHIN IT YOU CAN FIND A STEP-BY-STEP METHOD FOR DEVELOPING PROTECTION AND SECURITY POLICIES:

VIDEO: https://youtu.be/q0d_iZgJn5c

PRESENTATION: <https://volonteurope.eu/wp-content/uploads/2016/12/Taller-de-Seguridad-ALIANZA-DEF.pdf?95c7d6>

Here you can find an exercise on risk management, <https://volonteurope.eu/wp-content/uploads/2016/12/Task-1exercises.pdf?95c7d6>

You can find below a non-exhaustive list of possible threats that could help analyse the threats in each context, <https://volonteurope.eu/wp-content/uploads/2016/12/Task-3Threat-List.pdf?95c7d6>

This table can be used as a reference for the aspects that are typically covered by the different components of an organisational security policy, provided by the EU AID Volunteer Initiative, <https://eacea.ec.europa.eu/sites/eacea-site/files/security-checklist-for-self-assesment.xls>

It proposes this security plan template compiled from the ECHO security guide, <https://volonteurope.eu/wp-content/uploads/2017/05/SecurityPlan.docx?b1922a>

This section provides series of references to explore specific subjects in detail: ECHO, 2004, Generic Security Guide for Humanitarian Organisation, http://ec.europa.eu/echo/files/evaluation/watsan2005/annex_files/ECHO/ECHO12%20-%20echo_generic_security_guide_en.doc



ECHO, 2004, Report of Security of Humanitarian Personnel, http://reliefweb.int/sites/reliefweb.int/files/resources/14B8FB85F0FB1CDBC1256F510039BF2F-security_report_echo_2004.pdf

Irish AID, Guidelines for NGO Professional Safety & Security Risk Management, <https://www.irishaid.ie/media/irishaid/allwebsitemedia/20newsandpublications/irish-aid-guidelines-for-ngo-professional-safety-and-security-risk-management.pdf>

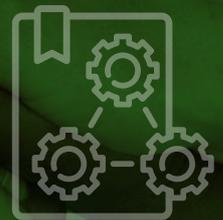
The Humanitarian Practice Network at the Overseas Development Institute, Good Practice Review, Operational security management in violent environments 2010, http://odihpn.org/wp-content/uploads/2010/11/GPR_8_revised2.pdf

NOTES



2 Standard

EQUAL OPPORTUNITIES AND NON-DISCRIMINATION





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 11 and 12, of the EU Delegated Regulation 1398/2014, and article 7, of the EU Implementing Regulation 1244/2014

WHAT ARE THE KEY CONCEPTS?

The Preamble to the Delegated Regulation No. 1398/2014 of the EU Aid Volunteers initiative, indicates that: "Principles relating to equal opportunities and non-discrimination are enshrined in national and Union legislation and should always be respected and promoted by the sending and hosting organisations."

European legislation in this respect goes back to the "Convention for the Protection of Human Rights and Fundamental Freedoms" signed in 1950, known as the **European Convention on Human Rights**. The European Union incorporated the mandate of accession to the Convention in Article 6 (2) of the Treaty on European Union, as consolidated following the amendments made by the Treaty of Lisbon, signed on 13th December 2007.

The Convention promotes the principles of democracy and respect for human rights and fundamental freedoms. In particular, the essential recognition that all people have the same value and should have equitable access to the opportunities of life. Discrimination violates these rights and freedoms.

Article 14 of The Convention stipulates that "for reasons of sex, race, colour, language, religion, political or other opinion, national or social origin, membership of a national minority, property, birth or other status". The category of "any other situation" has allowed to include those characteristics (among others) expressly protected by the directives on non-discrimination, such as: disability, age and sexual orientation.

On the other hand, all EU Member States are part of the following UN human rights treaties, all of which include the prohibition of discrimination:

- International Covenant on Civil and Political Rights - CCPR⁸
- International Covenant on Economic, Social and Cultural Rights - CESCR⁹
- International Convention on the Elimination of All Forms of Racial Discrimination - CERD¹⁰
- Convention on the Elimination of All Forms of Discrimination against Women - CEDAW¹¹
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment-CAT¹²
- Convention on the Rights of the Children - CRC¹³
- Convention on the Rights of Persons with Disabilities - CRPD¹⁴

KEY DEFINITIONS:

Discrimination is a situation in which a person is in some way at a disadvantage compared to others because of a "specific characteristic".

8 <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CCPR.aspx>

9 <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>

10 <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx>

11 <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx>

12 <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CAT.aspx>

13 <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CRC.aspx>

14 <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/convention-on-the-rights-of-persons-with-disabilities-2.html>

THE MAIN FORMS OF DISCRIMINATION ARE:

DIRECT DISCRIMINATION	This is characterised by a differential treatment to a person who has a particular characteristic. For example: less favourable treatment compared to another person in a similar situation who does not have that characteristic.
INDIRECT DISCRIMINATION	This is characterised by the existence of a different impact or effects. For example, when a person is disadvantaged by a decision with respect to another reference group.
HARASSMENT	Harassment is a specific type of discrimination that undermines the dignity of the individual and / or creates an intimidating, hostile, degrading, humiliating or offensive environment. The directives on equal treatment between men and women also specifically establish sexual harassment as a specific type of discrimination, when unwanted "verbal, non-verbal or physical" behaviour is of a "sexual" nature.
ORDERS TO DISCRIMINATE	Although all anti-discrimination directives also state that "orders to discriminate" constitute discrimination, none of them provide a definition of this term. In order to be useful in combating discriminatory practices, it should not be restricted only to imperative orders, but should be extended to situations in which a preference is expressed or encouraged to treat persons less favourably for a particular motive.

The European directives on non-discrimination prohibit differentiated treatment based on certain "protected characteristics" such as gender, sexual orientation, disability, age, religion, as well as racial or ethnic origin, among others. A "protected characteristic" of a person is a condition of the same that should not be considered relevant to administer a differential treatment, or to enjoy a certain benefit.

Third-country nationals also enjoy the right to equal treatment in areas similar to those included in the EU anti-discrimination directives if they qualify as "long-term residents" under the Directive on the status of nationals of third countries.¹⁵

WHY IS THIS IMPORTANT?

European governments, institutions and organisations must combat discrimination and offer all people fair and equitable access to social opportunities.

The EU Aid Volunteers initiative adopts as a general principle equal opportunities and non-discrimination and declares that it is **"open to all eligible candidates regardless of their nationality, sex, race, ethnic origin, age, social background, religion or belief, marital status or sexual orientation and of whether they have a disability" (Art. 11 RD 1398/2014).**

Sending organisations have the following responsibilities within the EU Aid Volunteers initiative:

- Have a declaration of principles and a policy that guarantees the incorporation in work practices of equal treatment, equal opportunities, and non-discrimination.
- Request the host organisation a written recognition of the principles and policy of equal opportunity and non-discrimination, as well as any exceptions to define the profile of the EU Aid Volunteer and the specific context of its work.
- Provide support and advice to the host organisation in the implementation of policy and adaptation to the country context and activities.
- Provide as much information and periodic training as possible to all staff to understand, support and implement the policy.

¹⁵ Council Directive 2003/109/EC of 25 November 2003 concerning the status of third-country nationals who are long-term residents.



- Integrate the principles of equality and non-discrimination into the procedures of the volunteer management cycle (identification of tasks, identification and selection of volunteers, preparing, logistic aspects, deployment, monitoring and evaluation, recognition and contact after the mission), and to be able to demonstrate and justify selection decisions throughout the entire process.

HOW TO IMPLEMENT IT?

Hosting organisations should develop and put into practise a statement and policy on equal opportunities and non-discrimination, containing at least:

POLICY STATEMENT	The commitment to promoting the principles of equality and non-discrimination is expressed and the organisation explains how it will support its achievement. For example: resources will be available, inclusion in general lines of work, training of staff, etc.
AIM	Establishes the objectives that the policy is set to achieve.
SCOPE	Defines the scope that the policy will have within the organisation's areas and services (for example, only in personnel selection issues, for all areas, etc.), as well as the personnel directly involved.
LEGISLATIVE FRAMEWORK	In addition to the European policies of reference, each organisation must take into account the policies of its country. You can also define what kind of "protected characteristics" you are considering (for example, you can include maternity as a protected characteristic).
DEFINITIONS	Includes the main definitions that are related to the application of the principles of equality and non-discrimination in the organisation. For example, what is meant by bullying, sexual harassment, etc.
RESPONSIBILITIES	The functions and responsibilities of all staff members and volunteers, senior managers and teams, are defined for the promotion of the policy, compliance with procedures, identification of situations that violate the principles and responsibility in reporting it.
APPLICATION OF THE POLICY	Specifies the actions that will be carried out in each of the areas where the policy will be applied. For example: what actions will be taken to ensure that recruitment and selection provide opportunities for equality and non-discrimination to all interested candidates. It is necessary to take into account that obtaining certification as a sending organisation must define the actions and mechanisms that provide opportunities to EU Aid Volunteers in each of the phases of the volunteer management cycle.
ADVICE AND COMPLAINTS	The mechanisms of action should be defined in case of a complaint on grounds of discrimination.
TRAINING AND COMMUNICATION	There are actions to promote the policy, staff training and communication and dissemination plans.
PERIODIC REVIEW AND UPDATE	This will define the review and evaluation periods, as well as those responsible for carrying out this task. The policy must be constantly updated to ensure that it complies with the relevant legislation and is being implemented effectively.



IMPORTANT!

If the organisation has signed the Framework Partnership Agreement, FPA, to European Commission through ECHO, this standard is already implemented.¹⁶



CHECK LIST

Does your organisation commit to and integrate the principles of equal treatment and non-discrimination into its policies and procedures?

- The organisation has integrated the principles of equal treatment, equal opportunities and non-discrimination into the volunteer management processes (identification, selection, recruitment, preparation, and performance management).
- The organisation has reflected this in their binding internal rules on recruitment and selection.
- The organisation can demonstrate its commitment to these principles through the example of its recruitment adverts.
- The organisation is promoting an inclusive organisational culture and trains its staff on its policies of equal treatment, equal opportunities and non-discrimination.
- The host organisation has accepted the equal opportunities and non-discrimination policy document.
- The sending organisation has supported the host organisation to implement equal opportunities and non-discrimination policy.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?



WE RECOMMEND MAKING USE OF YOUR MEMBERSHIP IN REGIONAL, NATIONAL PLATFORMS AND NETWORKS:

check if, as a member, your organisation has access to relevant policy documents on equal opportunities and non-discrimination, and if applicable whether your organisation subscribes to the relevant network's policy and whether you can obtain a relevant certificate.

IT IS IMPORTANT TO CONSULT THE APPLICABLE LAW:

European Convention on Human Rights, http://www.echr.coe.int/Documents/Convention_ENG.pdf

A framework strategy for non-discrimination and equal opportunities for all, <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=LEGISSUM:c10313&from=ES>

Handbook on European non-discrimination law, http://fra.europa.eu/sites/default/files/fra_uploads/1510-FRA-CASE-LAW-HANDBOOK_EN.pdf

YOU CAN FIND BELOW EUROPEAN COMMISSION GUIDES ABOUT:

Gender and Age markers, http://ec.europa.eu/echo/files/policies/sectoral/gender_age_marker_toolkit.pdf

Gender in Humanitarian Aid: Different Needs, Adapted Assistance, http://ec.europa.eu/echo/sites/echo-site/files/Gender_SWD_2013.pdf

¹⁶ <http://dgecho-partners-helpdesk.eu/partnership/start>



THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Policy Guidance & Templates developed by Harris Voluntary Service, Equal Opportunities policies, http://www.harrisvs.org.uk/home_htm_files/Equal%20Opps%20Policy%20Template%202013.doc

Policy Guidance & Templates developed by Bradford Volunteer Centre, Equal Opportunities Policy Why is it so important?, <http://www.volunteeringbradford.org/wp-content/uploads/2011/11/Equal-Opportunities-Policy-2.3.doc>

Developing an Equal Opportunities Policy, <http://www.volunteeringbradford.org/wp-content/uploads/2011/11/Developing-an-Equal-Opportunities-policy-2.4.doc>

Sample Volunteer Policy and Equality Policy, <http://www.volunteeringbradford.org/wp-content/uploads/2011/11/Sample-Volunteer-Policy-and-Equality-Policy-and-Volunteer-Agreement.pdf>

NOTES



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3 Standard

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS, INCLUDING ZERO TOLERANCE TOWARDS SEXUAL ABUSE





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 18, of the EU Delegated Regulation 1398/2014

WHAT ARE THE KEY CONCEPTS?

The normative of Safeguarding Children and Vulnerable Adults, including zero tolerance towards sexual abuse, is particularly related with the normative of Equal Opportunities and Non-Discrimination, because the vulnerability is associated with a particular ("protected characteristic") condition that identifies a person as a member of a determined group that, as a general rule, is in conditions of clear inequality with respect to the majority group.

BOYS AND GIRLS	Age makes minors and adolescents very vulnerable to sexual abuse, physical and psychological violence, among others.
WOMEN	The female gender determines a situation of special vulnerability regards labour rights, such as charging lower wages, or being a victim of violence because of being a woman, or being especially vulnerable to sexual aggressions, etc.
SEXUAL ORIENTATION	Being lesbian, gay, bisexual, transgender or transsexual becomes a condition of vulnerability regards access to their rights to form a family, or to be victims of violent attacks and harassment due to rejection by some sectors of society.
DISABILITY	Physical, sensory, mental, or intellectual disabilities present barriers to accessing to basic rights such as work or education.
RACE	Belonging to minority ethnicities may be associated with the exclusion of this minority (e.g. Roma people) throughout society, causing greater vulnerability in access to their rights.

But there are also other conditions that can determine a high vulnerability of a particular group: for example, migrant, refugee or displaced status, extreme poverty, diseases, particularly chronic or rare diseases, etc. In addition, it is clear that some people may have more than one condition of vulnerability. For example, a girl can be vulnerable through both her gender and her age. A homosexual migrant could be vulnerable through race and sexual orientation, and so on. As a result, it is important to take intersectional inequalities into consideration.

Both the EU Human Rights Convention and United Nations conventions aimed at defending specific rights (women, children, the disabled, etc.) seek to avoid discrimination (see standard 2), but also want to avoid the risk of abuse and the violation of the rights of people in situations of inequality. The EU's development policy, "The European Consensus on Development"¹⁷, includes respect for the rights of minors among EU Member States by reference to the main international human rights frameworks.

In the international context of humanitarian action, within which the EU Aid Volunteers will be working, the European Consensus on Humanitarian Aid incorporates the gender dimension in humanitarian aid and the EU Council Guidelines on Children and Armed Conflict to protect human rights¹⁸, and can be applied to reduce the possibility of violations of the rights of these vulnerable groups.

¹⁷ <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=URISERV:r12544&from=ES>

¹⁸ EU GUIDELINES ON CHILDREN AND ARMED CONFLICT, <http://www.consilium.europa.eu/uedocs/cmsUpload/10019.en08.pdf>

WHY IS THIS IMPORTANT?

Vulnerable individuals must be safeguarded in light of the higher risk of abuse to which they are exposed. Organisations working with vulnerable people must take into consideration ways in which they can minimise risks and provide a safe, dignified and respectful environment for users and volunteers.

The EU Aid Volunteers initiative has established the obligation of protecting minors and vulnerable adults through, amongst others, a zero tolerance policy for cases of sexual abuse. The sending organisations have the full responsibility of guaranteeing the implementation of such effective mechanisms in their programmes.

HOW TO IMPLEMENT IT?

The sending organisations must carry out different complementary actions that form a system of protection, prevention, and guarantee of denunciation.

DECLARATION AND POLICY	To develop the political declaration of the organisation, which expresses a commitment to the implementation of a normative, obligatory framework applied across the organisation. It also must reflect the commitments of the organisation and clearly define the norms and possible sanctions.
DEVELOP COMPLAINT PROCEDURES	This can be achieved through internal complaint processes, proper management of incidents, support for victims, and prevention of victimisation of whistle-blowers and by holding perpetrators accountable.
ASSIGN RESPONSIBILITIES	Volunteers and personnel must be aware of this policy, and the organisation should be clear about their role, their aims and values, prohibited actions, codes of conduct, the management and oversight responsibilities.
PREVENTIVE MEASURES IN THE SELECTION	It is necessary to apply controls during the recruitment process of staff and volunteers, requiring them to carry out legally statutory background and police criminal record checks.
TRAINING	The training procedure must include an effective system for support and supervision of volunteers which will help assess their general ability, the development of relationships with vulnerable people and serve to identify any training needs. It must also indicate the consequence in case of non-compliance.
INFORMATION ON RISKS AND PREVENTION.	Inform of internal rules, recommended preventative measures, and ensure that staff and volunteers are aware of and understand the legal requirements for working with these vulnerable groups.
PROMOTING A CULTURE OF INCLUSION	Develop awareness and communication actions that promote an environment of commitment to the policy in the organisation, where the information on the subject is treated in an open and responsible way.



IMPORTANT!

If the organisation has signed the Framework Partnership Agreement, FPA, with the European Commission through ECHO, this standard is already implemented.¹⁹



REMEMBER!

Check the relevant national legal regulations on requirements when working with vulnerable groups, such as national child protection law, etc.

¹⁹ <http://dgecho-partners-helpdesk.eu/partnership/start>



CHECK LIST

Is the organisation committed to a policy of zero tolerance to any abuse of children and/or vulnerable adults, including sexual abuse?

- The organisation has internal procedures for reporting abuse and supporting victims.
- The organisation shall carry out all legally required statutory checks in order to get clearance for staff and volunteers to work with these target groups.
- The organisation undertakes actions aiming at avoiding abuses, such as: it provides training on the issue, designates clear management and supervision responsibilities, applies strict practices regarding hiring and selection of personnel and volunteering, promotes a culture of openness and awareness-raising on the issue.
- The organisation has required legally statutory checks for volunteers to work with children and vulnerable adults.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?



WE RECOMMEND MAKING USE OF YOUR MEMBERSHIP IN REGIONAL, NATIONAL PLATFORMS AND NETWORKS:

check if, as a member, your organisation has developed and/or have access to the network's safeguarding children and vulnerable adults policy templates, and/or whether you subscribed to the network's policy on this aspect. It is also recommended to check whether within the platform and networks there are some examples of good practices available, for example on the reporting abuse and support for the victims.

THIS SECTION PROVIDES SERIES OF REFERENCES TO THAT EXPLORE SPECIFIC SUBJECTS IN DETAIL:

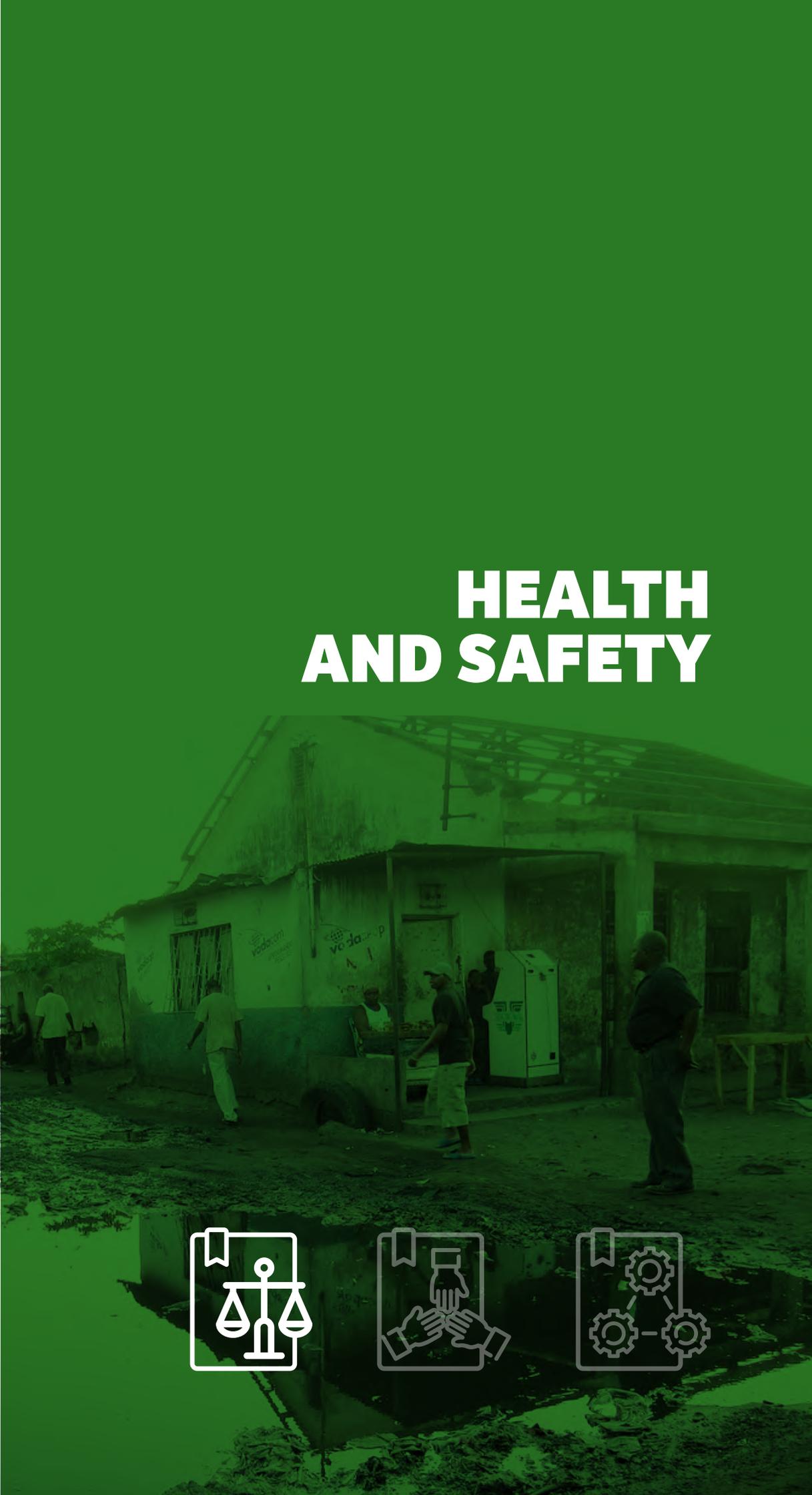
Developed by Inter-Agency Standing Committee, Guidelines for Gender-based Violence Interventions in Humanitarian Settings Focusing on Prevention of and Response to Sexual Violence in Emergencies, <http://www.unhcr.org/453492294.pdf>

Policy Guidance & Templates developed by Harris Voluntary Service, Protection Vulnerable people template, http://www.harrisvs.org.uk/home_htm_files/Policy%20on%20Protecting%20Vulnerable%20People%20Template%202013.doc

Policy Guidance & Templates developed by Bradford Volunteer Centre, Volunteers who Work with Children and Vulnerable Adults, <http://www.volunteeringbradford.org/wp-content/uploads/2011/11/volunteers-who-work-with-children-3.3.doc>

4 Standard

HEALTH AND SAFETY





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 30, of the EU Implementing Regulation 1244/2014 and point 7 annex 1

WHAT ARE THE KEY CONCEPTS?

Health and safety policies aim to ensure an adequate working environment in order to assure the adequate physical and psychological conditions for the people involved. They comprise 2 types of actions:

- A · Prevention of occupational hazards.**
- B · Improving safe and healthy workplace conditions.**

PREVENTION OF OCCUPATIONAL HAZARDS

Occupational hazards are those situations arising from work that can impact the person's physical, mental, and social balance, and can cause harm or injury. The main occupational risk factors are derived from safety conditions, environmental factors and the characteristics of the work performed. Prevention is the set of activities or measures taken or envisaged in all phases of an organisation's activity, in order to avoid or reduce risks arising from work.

IMPROVEMENT OF WORKING CONDITIONS

In response to the problems posed by the work environment and to solve them (and/or eliminate them) or to reduce them (in the case that they cannot be eliminated), we must incorporate techniques that seek to prevent and improve the working environment. Physical health and safety are sought through work safety techniques (inspections, work analysis, etc.), industrial hygiene actions and ergonomics, among others. It also seeks the psychological health of the worker and the elimination of conflicting aspects of work-life (stress management, exhaustion, conflicting environments, etc.).

There is a wide legal framework at European level on prevention and improvement of health and safety at work, which must be consulted and applied. In particular, the Council Directive 89/391 / EEC of 12 June 1989²⁰ should be taken into account, as it defines the basic implementing rules and the EU Strategic Framework on Health and Safety at Work 2014-2020²¹ which sets the EU's objectives in this area up to 2020. The European Agency for Safety and Health at Work²² provides information and practical application guides for the prevention and improvement of health and safety conditions.

However, it is important to note that each country has its own legal norms on health and safety at work which must be consulted and applied by each organisation and for each type of work.

WHY IS THIS IMPORTANT?

As it has been previously stated, people's lives, and therefore, health, should be of paramount importance in deployment actions. An organisation that works to guarantee human rights and needs for those in need must also be able to guarantee the health and safety of their staff and volunteers. If the volunteers and humanitarian staff are in good health, they are able to do a more effective job in bringing assistance to those who need it.

²⁰ <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31989L0391&from=EN>

²¹ <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014DC0332&from=EN>

²² European Agency for Safety and Health at Work: <https://osha.europa.eu/>

The EU Aid Volunteers initiative requires sending and hosting organisations to ensure the health and physical and psychological safety of volunteers. This is why the sending organisation has the responsibility of:

- A** • Having a policy in this area that includes actions of practical advice to volunteers in matters of prevention and care.
- B** • Developing together with the host organisation, a set of guidelines that ensure the duty of care, health, and safety of volunteers.
- C** • Assessing security conditions in missions based on the construction of indicators on safe living and working conditions.
- D** • Ensuring medical coverage for volunteers through health and travel insurance.
- E** • Informing the volunteer of the policies and guidelines on health and safety at work, and specifically the conditions in which they will carry out their work.
- F** • Ensuring that volunteers undergo medical check-ups before and after their mission and ensure access to required medications and vaccines.
- G** • Providing psychosocial counselling on the return from the mission.

HOW TO IMPLEMENT IT?

Taking into account that the volunteer is going to work with another organisation and in another country, the sending organisation has to know very well the work environments where the volunteers will be deployed and coordinate with the host organisation to guarantee prevention and improvement measures in health and safety.

The pre-deployment phases are crucial and will be where the sending organisation has to focus all their efforts.

BEFORE PUBLISHING THE VACANCY	WITH THE HOSTING ORGANISATION
	<p>The sending organisation should work closely with the host organisations, exchanging information (it is recommended to request recordings and photos of sites), consulting reports and studies on health and safety in the deployment area, and if possible making visits to review and inspect the work environments in which the volunteers are located.</p> <p>The result of this work should be translated into an evaluation of the conditions and occupational risks that contains as a minimum:</p> <ul style="list-style-type: none"> A • Health conditions. Frequent diseases, presence of mosquitoes, water management, environmental factors to take into account, etc. B • Health care. Availability of health centres (location of hospitals in the area and nearby areas), medical equipment available in case of illness or emergency, access to medicines, existence of medical kits, etc. C • Office security and accommodation. Conditions of installations, safety measures (signals, fire extinguishers, etc.), access to energy sources, state of electrical connections, maintenance, sanitation and hygiene facilities, etc. D • State and maintenance of vehicles. Inspections carried out, periodicity of the same, equipment which they carry (flashlight, medicine chest, etc.), safety belts, etc. E • Workspace. Site where the volunteer will be located, assignment of computer equipment, state of equipment and maintenance, assignment of tables, chairs etc. F • Schedules. Weekly sessions, entrance and exit times, permit and rest policies. G • Recreation areas. Sports facilities in the area, recreation areas possible leisure activities, etc. H • Work-related risk factors for stress. Lack of clarity of roles, conflicting environment, poor relationships, etc.





<p>BEFORE DEPARTURE</p>	<p>WITH THE HOST ORGANISATION</p> <p>Based on the risk assessment and together with the host organisation, a series of guidelines / manuals on prevention and improvement measures should be developed for the specific work environment where the volunteers will be.</p> <p>These guidelines / manuals should cover:</p> <ul style="list-style-type: none"> • Prevention measures for physical health. Topics such as: geographical and climatic hazards, handling of work equipment and materials, occupational safety at the office and accommodation, frequent illnesses in the area and access to medical services, use and maintenance of vehicles, type of food in the area and recommendations on working schedules and rest times, etc. • Prevention measures for mental health: These should include topics such as: techniques for work organisation, creation of balanced time blocks between work and recreation, adaptation mechanisms, techniques for detecting stress, techniques for effective communication, techniques for improving interpersonal relationships, relaxation techniques, etc.
	<p>WITH THE VOLUNTEERS</p> <ul style="list-style-type: none"> • Conduct sessions and deliver material with country-specific information and security risks, as well as guidance on local norms and customs. • Provide up-to-date information on local health and safety resources, such as contact details for doctors, hospitals and paramedical services. • Conduct information and training sessions on the guidelines developed for the prevention and improvement of physical and mental health. • Guarantee frequent medical check-ups. • Inform and promote participation in the EU Aid Volunteers Initiative Network as a support mechanism.
<p>DURING THE MISSION</p>	<p>WITH THE HOST ORGANISATION</p> <p>Hold meetings to monitor health and safety conditions, and take appropriate action in accordance with any changes that may occur.</p> <p>WITH THE VOLUNTEERS</p> <ul style="list-style-type: none"> • Ensure that they have and know the operation of medical and travel insurance. • Carry out monitoring and evaluation of their working conditions. • Support to implement self-care and stress prevention measures. • Inform of changes or situations of danger that may arise.
<p>UPON RETURN FROM THE MISSION.</p>	<p>WITH THE VOLUNTEERS</p> <ul style="list-style-type: none"> • Facilitate medical check-ups and offer psychosocial or counselling meetings. • Inform and promote participation in the EU Aid Volunteers Initiative Network as a support mechanism.



REMEMBER!

Consult the relevant national legal regulations on health and safety duties and requirements.



CHECK LIST

Does the organisation have a health and safety policy that takes into account the necessary requirements to participate in the EU AID Volunteers initiative?

- ✓ The organisational policy on health and safety is applicable to volunteers and includes set of physical and mental health and safety guidelines for deployment to third-countries, in particular to humanitarian contexts.
- ✓ The organisation briefs volunteers on the health and safety policies and guidelines prior to their deployment.
- ✓ The organisational policy is being regularly updated.

Within the organisation are available:

- ✓ Health and safety documents and guides (with the host organisation).
- ✓ A risk assessment, including safe and secure working and living conditions.
- ✓ A deployment pack (with health information).
- ✓ Pre-and post-deployment briefings.
- ✓ Comprehensive medical and travel insurance provisions.
- ✓ Pre -and post- deployment medical check-up.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?



WE RECOMMEND MAKING USE OF YOUR MEMBERSHIP IN REGIONAL, NATIONAL PLATFORMS AND NETWORKS:

check if, as a member, your organisation has access to any health and safety policy templates; whether you have participated in the development of or have access to the health guidelines for volunteers and staff for their international missions, and more.

IT IS IMPORTANT TO CONSULT THE APPLICABLE LAW:

Council Directive 89/391 / EEC of 12 June 1989, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31989L0391&from=EN>

EU Strategic Framework on Health and Safety at Work 2014-2020, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014DC0332&from=EN>

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

International travel and health information by World Health Organisation, <http://www.who.int/ith/en/>

You can consult The People In Aid Code of Good Practice, principle 7, page 20, <http://reliefweb.int/sites/reliefweb.int/files/resources/DA4AA643ACE54425C1256C6B003B903A-pia-code.pdf>

Volunteering Health Safety Guidelines developed by Volunteering New Zealand. Employee, <https://volunteeringauckland.org.nz/images/pages/Health-and-Safety-Manual-VA.pdf>

Health Promotion Glossary, developed by World Health Organisation, <http://www.who.int/healthpromotion/about/HPR%20Glossary%201998.pdf>



Policy Guidance & Templates developed by Harris Voluntary Service, Health and Safety Policy template, http://www.harrisvs.org.uk/home_htm_files/Health%20&%20Safety%20Policy%20Template%20%202013.doc

NOTES



5 Standard

DATA PROTECTION





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 16 of the EU Delegated Regulation 1398/2014 and article 7 of the EU Implementing Regulation 1244/2014

WHAT ARE THE KEY CONCEPTS?

The protection of personal data is a fundamental right in the European Union, as set out in Article 8 (1) of the Charter of Fundamental Rights of the European Union and Article 16 (1) of the Treaty on the Functioning of the European Union.

"Personal data" means any personal information that can be used to directly or indirectly identify a natural person, such as a name, telephone number, e-mail address, place and date of birth, etc.

The rights of natural persons when processing data are:

- To be informed that their data has been treated in a clear and understandable language.
- To have access to the data themselves.
- To rectify any erroneous or incomplete information.
- To oppose treatment on legitimate grounds.
- Not to be subject to an automatic decision to evaluate certain personal aspects, such as employment status, credit, reliability, and behaviour.
- To have the possibility of compensation by the Data Protection Officer, for damages suffered, etc.

In addition, the new Regulation on Data Protection (Regulation (EU) 2016/679²³), which will be implemented from 2018, and which aims to adapt to the management of information in the digital environment, introduces:

- The right to forget. To request and obtain from those responsible, that their data be deleted when they are no longer necessary for the purpose.
- The right to portability. To request the transfer of your data to another responsible organisation of individual.

Organisations are required to:

- Ensure that rights are respected (i.e., by informing about and providing access to your data).
- Ensure that data are collected only for specific, explicit and legitimate purposes, which remain accurate and, where necessary, are updated for a period not exceeding that necessary.
- Ensure observance of data legitimacy criteria, for example, when a person gives consent, signs a contract, or has legal obligations, etc.
- Confidentiality in treatment.
- Safety in treatment.

²³ REGULATION (EU) 2016/679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32016R0679&from=ES>

- Notification to the data protection authority, as the case may be.
- Ensure that, when data transfer occurs to countries outside the EU, these countries ensure an adequate level of protection.

WHY IS THIS IMPORTANT?

Due to EU Aid Volunteers management, personal data about volunteers will be obtained and kept for future reference. This sensitive information must be managed in compliance with data protection legal and contractual responsibilities, in order to avoid penalties, reputational risks and disqualifications.

The EU Aid Volunteers initiative requires compliance with the European Directives on the processing of personal data. The sending and hosting organisations must comply with these directives and comply with the regulations of the countries themselves, ensuring that there is no abuse or misuse of the personal data of the candidates and ensuring the identification and storage of documentation from registration of the candidates and through all stages of the process in which they participate.

HOW TO IMPLEMENT IT?

Organisations must:

INFORM

The individual of their rights to the protection of personal data (complaints, consultation, rectification, forgetfulness, etc.), to persons, candidates for volunteers or volunteers, participating in any of the processes within the EU Aid Volunteers initiative (recruitment, selection, incorporation, preparation, learning, deployment, management or evaluation).

TREAT ADEQUATELY

The personal data, ensuring its proper collection, conservation, storage, use and disposal, in accordance with current regulations.

SEEK THE EXPLICIT CONSENT OF THE VOLUNTEER

Through the means of signed consent forms which make clear the type of information the organisation will retain and process for what purpose, and information about confidentiality, security and access procedures.

ELIMINATE

The data once the processes in which they participate have been completed and according to the deadlines established in the legal regulations.



CHECK LIST

Does the organisation have a data protection policy which guarantees personal data processing according to European and national regulations, as appropriate?

- ☑ There are procedures, which are regularly implemented, to avoid any abuse or misuse of data protection of staff, volunteers, clients, etc.
- ☑ The organisation ensures that it handles only the relevant data, and ensures that personal data are only viewed by authorised personnel, that they are kept under security conditions, and stored only for the necessary period of time.
- ☑ Any interested parties are informed about their right to data protection, right to make claims, to use and view their own data, and their right to know the entities that will have access to their personal data, as well as the type of data each entity can access.



WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

IT IS IMPORTANT TO CONSULT THE APPLICABLE LAW:

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32016R0679&from=ES>

Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data (OJ L 281, 23.11.1995, p. 31), <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:L:1995:281:TOC>

Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data, <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32001R0045&from=ES>

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Policy Guidance & Templates developed by Harris Voluntary Service, Data Protection Principles, http://www.harrisvs.org.uk/home_htm_files/Data%20Protection%20Principles%202013.doc

Data Protection Policy template, http://www.harrisvs.org.uk/home_htm_files/Data%20Protection%20Policy%20Model%202013.doc

Policy Guidance & Templates developed by Bradford Volunteer Centre Volunteer Records and Data Protection, <http://www.volunteeringbradford.org/wp-content/uploads/2011/11/Volunteer-Records-3.6.doc>

6 Standard

PARTNERSHIP



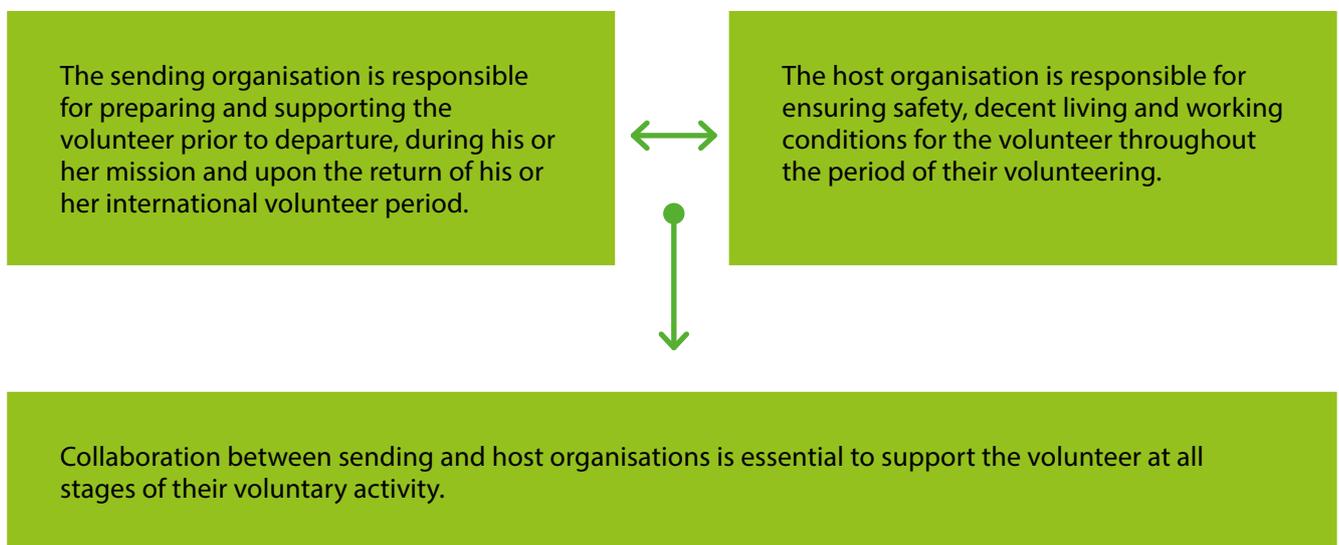


REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 8, 9 and 10, of the EU Delegated Regulation 1398/2014

WHAT ARE THE KEY CONCEPTS?

Success in an international volunteer program is based on collaboration between the sending and hosting organisations, and between them and their relationship with the volunteer.



The partnership agreement between the sending and hosting organisations establishes the framework of collaboration between the two organisations, the principles governing this collaboration, the rights and obligations of each in the different stages of support for volunteers, as well as the channels of communication, coordination spaces and mechanisms for making decisions and solving problems.

WHY IS THIS IMPORTANT?

The partnership between sending and hosting organisations shall set out the arrangements between partners who are applying for and managing projects involving deployment of volunteers in third countries.

The partnership defines the framework of action of both organisations and affects all actions in order to develop projects, prepare the pre-deployment, deployment and post-deployment phases of volunteers. It will also indicate how to resolve both complex and easy issues that may affect the volunteer, beneficiaries or organisations in every situation.

Transnational partnerships are at the core of the EU Aid Volunteers initiative, valued as a means of transferring knowledge, sharing best practice and increasing expertise. To ensure the success of the partnership agreement, the sending and hosting organisations must consider and share the EU Aid Volunteers partnership principles.

HOW TO IMPLEMENT IT?

STEP 1:

Organisations that want to be part of a partnership to deploy volunteers must first become a certified organisation for sending or receiving volunteers, i.e. they must certify that they meet the programme's quality standards and commit to them.

STEP 2:

Certified organisations can build transnational consortia, which integrate sending and hosting organisations, to present projects for the deployment of volunteers.

Consortia between organisations should be based on the principles of:

- A • Equality.
- B • Shared values and a shared vision.
- C • Transparency.
- D • Responsibility, accountability and reliability.
- E • Mutual trust and respect.
- F • Complementarity, building on the diversity of the humanitarian and volunteering community with a strong focus on local capacity building.
- G • Flexibility and adaptability.
- H • Mutuality in allocating resources and setting objectives.

Art. 9 EU Delegated Regulation 1398/2014

STEP 3:

Carry out a joint evaluation of the needs of the organisation that will host the volunteers. The needs assessment should take into account:

<p>EVALUATION OF THE VULNERABILITY AND RISK OF THE COUNTRY, INCLUDING SAFETY ASSESSMENT, HEALTH RISKS AND TRAVEL FOR THE EU AID VOLUNTEERS</p>	<p>In addition to the recommended procedures in the Duty of Care (1) and Health & Safety (5) standards, it is recommended to take into account: ECHO's* needs, vulnerability and risk assessment**, which provides a visual guide for analysing needs in specific countries and crises. This procedure is performed in two phases.</p> <p>The first phase is a global evaluation with two dimensions:</p> <p>Index for Risk Management (INFORM***) "is a tool carried out by DG ECHO based on national indicators and data which allows for a comparative analysis of countries to identify their level of risk to humanitarian crisis and disaster. It includes three dimensions of risk: natural and manmade hazards exposure, population vulnerability and national coping capacity".</p> <p>The Forgotten Crisis Assessment (FCA) "identifies serious humanitarian crisis situations where the affected populations do not receive enough international aid or even none at all."</p> <p>The second phase focuses on context and response analysis:</p> <p>Integrated Analysis Framework (IAF) "is an in-depth assessment carried out by European Commission's humanitarian experts. It consists of a qualitative assessment of humanitarian needs per single crisis, also taking into account the population affected and foreseeable trends."</p>
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<p>ABILITY OF THE HOST ORGANISATION TO RECEIVE AN EU AID VOLUNTEER</p>	<p>Carry out an analysis that includes:</p> <ul style="list-style-type: none"> • The type of activities that would be carried out by the volunteers, ensuring that their work does not replace a job. • Its usefulness and added value to support humanitarian actions and strengthen vulnerable communities. • The existence and preparation of the organisational team to guarantee the safety of the volunteer and to give him or her constant mentoring. • The existence of adequate working conditions. The activities must be carried out with the spirit of the EU Aid Volunteers initiative.
<p>ORGANISATIONAL AND LOCAL COMMUNITY NEEDS</p>	<p>An analysis of the abilities and capacities that are lacking in local organisations and communities should be carried out and action taken to remedy them. Based on these needs, a capacity development strategy will be developed and assigned a specific budget within the joint projects that are implemented.</p>
<p>THE ADDED VALUE EXPECTED FROM THE EU AID VOLUNTEERS</p>	<p>Identify the extent to which actions strengthen the capacity of organisations to:</p> <ul style="list-style-type: none"> • Provide an adequate response to situations of humanitarian crises. • Ensure efficiency in the management of EU Aid Volunteers. • Support vulnerable communities to build their capacities and resilience. • Creating and strengthening networks with other local and European organisations.
<p>* http://ec.europa.eu/echo/index_en ** http://ec.europa.eu/echo/what/humanitarian-aid/needs-assessments_en *** http://www.inform-index.org</p>	

STEP 4:

Define and sign a clear agreement defining common objectives and management methods. The Memorandum of Understanding (MoU) must contain at least:

- A** • General data of the organisations and their representatives.
- B** • Shared values.
- C** • Time frame.
- D** • Responsibilities of each organisation.
- E** • Operative and financial management of the project, including:
 - decision-making procedures and working practices;
 - financial arrangements and management;
 - communication channels between all stakeholders; frequency of meetings and field visits by sending organisations;
 - work plan and activities, including timeline;
 - task allocation, according to the communication plan of the initiative;
 - monitoring and evaluation of the partnership;
 - book-keeping and documentation;
 - a refinement and finalisation of the needs assessment;
 - joint formulation and evaluation of EU Aid Volunteers’ task assignments;
 - roles and responsibilities with regard to candidate volunteers and EU Aid Volunteers over the different stages of their participation.

Art. 10 EU Delegated Regulation 1398/2014

F • Dispute management, including:

- procedures for handling complaints (both those made within the partnership and those from external parties relating to its work) and resolving conflict between partners;
- policies and procedures for the exit of a partner;
- financial implications;
- contractual implications (including as relates to EU Aid Volunteers and the communities concerned).

Art. 10 EU Delegated Regulation 1398/2014

STEP 5:

Continuous monitoring and evaluation, through meetings, visits, periodic reports, and evaluation.



CHECK LIST

Does your organisation have the relevant tools to ensure that the participating partner organisations comply with the requirements of EUAV?

- The organisation has the experience of reaching out for and working with international partners when sending volunteers.
- The organisation has a template for a partnership agreement that is based on the principles of equality, shared values and a shared vision, transparency, responsibility, accountability and reliability, mutual trust and respect, complementarity, flexibility and adaptability, mutuality in allocating resources and setting objectives.
- The partnership agreements include the role of the hosting organisation, giving the importance of the needs assessment to be performed prior to the project proposal submission.

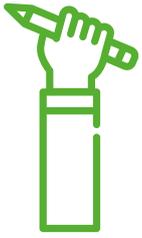
WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

You can consult the overview of Organisation Responsibilities by the EU AID Volunteers initiative, <https://volonteurope.eu/wp-content/uploads/2016/12/task-2-roles-and-responsibilities.pdf?95c7d6>





NOTES



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VOLUNTEER TASK ASSIGNMENTS AND SELECTION





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 4 of the EU Implementing Regulation 1244/2014, and point 1 of the Annex 1

WHAT ARE THE KEY CONCEPTS?

Identifying the tasks that each volunteer must perform is one of the most important steps in ensuring the success of a volunteer programme. The purpose of the profile definition is to ensure the agreement between the personal expectations of the volunteers and the expectations of the organisation.

The role of volunteering in organisations varies from one to the other. For this reason, organisations must start from the analysis of the capacity of the host organisation to receive an EU Aid Volunteer (carried out during the partnership phase), and from the detected needs, define:

- How many volunteers are needed.
- Tasks must provide an added value, without supplanting a worker.
- The profile of the volunteer required to complete the tasks (studies, experience, skills ...)
- The required level: Senior (with more than 5 years of experience) or Junior (with no or very little experience).
- The need for the Junior Volunteer to carry out an apprenticeship period in the sending organisation beforehand, in order to guarantee a specific training programme.

Volunteers sometimes participate in work relating to the organisation's normal management and operation. In other situation, the focus is primarily on project collaboration. In both cases, the type of tasks to be performed should be clear.

The definition of profiles requires combined work between sending and hosting organisations, to guarantee on the one hand the capacity of the hosting organisation to integrate the volunteer, as well as the capability of the sending organisation to secure a volunteer with the appropriate profile.

It should be taken into account that the tasks of the sending organisation include:

- A** • the preparation of the volunteer before their deployment through training, information review, preparation of materials;
- B** • ensuring the execution of activities together with the hosting organisation during the period defined in the vacancy;
- C** • subsequent actions following the volunteer's return, such as systematisation of the information, development of awareness activity, evaluation.

Finally, the assignment of tasks helps to specify the type of dissemination that needs to be done to attract the most suitable volunteer candidates. For example: professional associations, voluntary networks, universities, etc.

WHY IS THIS IMPORTANT?

A good definition of tasks allows, on the one hand, selection of the right person for each vacancy, ensuring that the activities necessary to strengthen local organisations and communities are carried out successfully. And, on the other hand, it becomes the frame of reference for good management of the expectations of the volunteers.

The EU Aid Volunteers initiative establishes the need for sending and hosting organisations to define a competence profile and the criteria to be used during the selection phase. This involves establishing these competencies, knowledge and experiences expected from volunteers who are recruited, both in the technical and motivational aspects, to ensure that they are fit for the mission and objectives of the organisation.

HOW TO IMPLEMENT IT?

STEP 1:

The sending and hosting organisations should review the needs analysis and define general aspects of vacancies, such as:

- Number of volunteers.
- Type of tasks to be developed according to the framework of technical competences (for example: finance and accounting, food, nutrition and health, communications, social protection and safety nets etc.). A detailed list of technical competences can be found in the Annex of the EU Delegated Regulation 1398/2014.
- Senior or junior volunteer level.
- Need for junior volunteers to undergo an apprenticeship.
- Place of mission and logistical conditions.

STEP 2:

Send to the hosting organisation the format of the Vacancy Announcement for EU Aid Volunteers (which you will find it in the section of references, examples or good practices), and request that the hosting organisation:

- Detail of the type of activities to be carried out by each volunteer, as well as their competence profile, with emphasis on their added value and their role as active European citizens.
- In addition to the activities and required profile, it is important to request that all the information that might be useful for applicants interested in the initiative is provided, and therefore, to ensure the best professionals for the execution of the mission are engaged.
- Provides a brief description of the project and of the organisations that develop it, the context of the country and region where it is carried out, information on the communities with which the work is carried out, the maintenance and transport conditions that the volunteers will have, possible dates of execution of the activities.
- Supplies terms of reference for each mission proposed, collecting all necessary information from the mission.

STEP 3:

Once the hosting organisation submits the Vacancy Announcement format for EU Aid Volunteers, the sending organisations should:

- Complete or modify them, as the case may be, to ensure that the vacancies offered are realistic and feasible to fill.
- Timetable data must also be completed to match the dates of training provided by the EU Aid Volunteers initiative, as well as the expected deployment dates for the hosting organisation.
- Includes possible communication and awareness tasks to complete upon the volunteer's return, to make the volunteer's experience tangible and visible, while at the same time raising awareness among the general public about the importance of humanitarian action among the most vulnerable populations.



VOLUNTEERING MANAGEMENT CYCLE

IDENTIFICATION OF TASK ASSIGNMENT AND SELECTION OF VOLUNTEERS

- Ensure that the information is written, as a minimum in English, in a clear, concrete and accessible language.
- Ensure that as a minimum the following information is included (according to point 1 of the Annex 1 to the Implementing Regulation 1244/2014):
 - A** • specification of role, title, description of the team and line management, duration of placement, location(s);
 - B** • detailed description of the relevant needs-based activities as validated by the hosting organisation(s) and well-defined tasks to be undertaken by the EU Aid Volunteer, including the elements based on the communication plan for the initiative;
 - C** • specification of required competences for the tasks on the basis of the competence framework;
 - D** • definition of performance objectives, taking into consideration the duration and specificities of the EU Aid Volunteer's placement, and roles appropriate for a volunteer position;
 - E** • indicators on expected outputs, results and, where possible, outcomes, from the assignment to be used for the EU Aid Volunteer's performance management;
 - F** • flexible elements to allow, to a realistic extent, for the EU Aid Volunteer to influence and shape the tasks according to their individual profile and interests;
 - G** • details of working hours, leave, place of work and mentoring support;
 - H** • clear allocation of management and security management responsibilities between the sending and hosting organisations;
 - I** • information on security awareness and appropriate behaviour in relation to risk and security management, where relevant.

CHECK LIST

Does the organisation have a process for the identification of tasks for volunteers that includes working with host organisations and the development of a competence framework?

- It has a format and explanations with examples that allow the proper identification of tasks to be performed by volunteers.
- This template/format has been shared and / or worked on together with the partner organisations.
- The organisation knows and applies the competence framework to identify the tasks of volunteers.
- The competences required for volunteers are defined jointly with host organisations.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

PLEASE SEE THE:

Volunteer task in the Vacancy Announcement by the EU Aid Volunteers initiative: <https://volonteuropa.eu/wp-content/uploads/2017/05/EUAV-Vacancy-Announcement-template.doc?b1922a>

Guidance to create a standardised application form for EU Aid Volunteer: <https://volonteuropa.eu/wp-content/uploads/2017/05/6.-Application-form-template.doc?b1922a>

Self-Assessment Form: <https://volonteuropa.eu/wp-content/uploads/2017/05/4.EUAV-Self-Assessment-Questionnaire-EN.xlsx?b1922a>

EXAMPLE OF CANDIDATURE ANNOUNCEMENTS:

<https://volonteuropa.eu/wp-content/uploads/2017/05/Vacancy-published-example.png?b1922a> (as published on the EUAV platform)

<https://volonteuropa.eu/wp-content/uploads/2017/05/Example-Vacancy-COLOMBIA-CB-Gender.pdf?b1922a> (in the format of the vacancy announcement)



NOTES



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IDENTIFICATION AND SELECTION OF VOLUNTEERS





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 3, 5, 7 and 8, of the EU Implementing Regulation 1244/2014

WHAT ARE THE KEY CONCEPTS?

The process of recruiting volunteers consists of finding the best candidates who meet the needs identified in the profiles. For this it is necessary to:

- Prepare an adequate announcement of the existing vacancies that contains all the relevant information and that is attractive for the groups to which it is targeted.
- Analyse and define the channels of dissemination of the offers.
- Prepare the procedure and tools for receiving applications, ensuring that they are accessible to all interested parties.

The organisations must determine the person or persons of their team who will contact all interested parties, to resolve doubts, guide the presentation of the candidates and provide information on the different stages of the selection process.

The selection process should be transparent, fair and effective, offering equal treatment to all stakeholders and ensuring equal opportunities and non-discrimination (standard 2).

The selection of volunteers will occur following a series of meetings between organisations and those interested in volunteering, and must consider both the vision of the organisation and the satisfaction of the people concerned.

Therefore, communication with candidates will be essential in this process; in order to explain the reasons for each decision and to try to offer alternatives to each person according to their qualifications and characteristics.

The selection process includes:

- The determination of criteria to guarantee an equal assessment for all candidates.
- The evaluation of the curricula and the documentation presented by each candidate to determine if they meet the expectations defined in the profiles, and in some cases the personal and professional references of the candidates will be particularly valued.
- The development of spaces of mutual knowledge between the candidate and the organisations (the best tool for doing so will be the interview).
- The decision of the organisation on which it considers the most suitable candidates for each vacancy.
- The continual communication with all the candidates to inform them of the next steps of the process and the decisions.
- Confirmation of the interest of the chosen candidates for continuing in the process and joining the organisations.

The selected candidates have the right and the requirement to receive specific training about the context and the work to be carried out, so that they can carry out their activities to the best of their ability. Organisations have the duty to prepare and offer this training to promote better integration of candidates.

WHY IS THIS IMPORTANT?

An adequate identification and selection process will determine the best candidates for the development of the tasks identified in the profile, and will ensure that the support required by the host organisation and local communities will be provided.

The EU Volunteers initiative sets out a specific process for the recruitment and selection of volunteers which guarantees equal opportunities, equal treatment and non-discrimination. Organisations must demonstrate and justify the way in which they have adopted the decision, respecting these principles.

The sending organisation is responsible for publishing the vacancy announcement and giving it adequate publicity to make it known to both those who can fulfil the requested profile and to whom may be interested. Additionally, when publishing vacancies it is very important to keep in mind that messages to attract new volunteers should be consistent with the mission and values of the organisation and the EU Aid Volunteers initiative.

The selection of candidates is carried out jointly between the sending and hosting organisations, with the host organisation making the final decision on the selection of candidates. The training is offered by the EU Aid Volunteers initiative, with the definition of learning needs by organisations.

Sending organisations must ensure that there is consistent exchange of information with candidates by providing clear information on each decision and responding to their doubts. In addition, you must ensure that the entire selection process is completed within a reasonable time.

HOW TO IMPLEMENT IT?

STEP 1: PREPARE VACANCY ANNOUNCEMENTS

The sending organisation is responsible for publishing the advertisement. To do this you must:

- A** • Prepare in advance the vacancy announcement form, with all relevant information regarding tasks, profile required and competences (Standard 8).
- B** • Adapt the self-assessment form (you will find it in the section of references, examples or good practices), for each vacancy. For this, you should check the living and working situations described in Annex 1 and choose this / those relevant to the specific vacancy you are publishing. To do this you must delete the irrelevant scenarios and renumber them.
- C** • Choose an online platform to build an application format that will allow to receive all the applications (your organisation may have a programme for it, but if not, you can look for an Online Form Builder, such as: Google Forms, JotForm, Wufoo, Formstack, iFormBuilder, Formsite, etc.).
- D** • Create a standardised application form for EU Aid Volunteers, which will be used to receive all the applications from candidates (you can find this in the references section, examples or good practices). Make sure to include a section for uploading files: CV, self-assessment form and Motivation letter.
- E** • Send the vacancy announcement form (a), as well as the adapted self-assessment form for each vacancy (b) and the link to the online platform where applications for the vacancies will be received (c and d), to the Education Audiovisual and Culture Executive Agency. <https://eacea.ec.europa.eu/homepage.en>
- F** • From the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) you will receive a username and a password in order to access the “Education Participant Portal” of the [EU Aid Volunteers platform](#).²⁴
- G** • Once registered on the platform of the initiative and after receiving approval from DG ECHO the Agency regarding information on the vacancies, you can publish them, following the instructions you will

²⁴ https://webgate.ec.europa.eu/echo/eu-aid-volunteers_en/



VOLUNTEERING MANAGEMENT CYCLE

IDENTIFICATION OF TASK ASSIGNMENT AND SELECTION OF VOLUNTEERS

receive (you can find an example of a vacancy published in the references, examples or good practices section of standard 8).

STEP 2: POST ADVERTISEMENTS AND DISSEMINATE THEM

- After publication, vacancies must be open for at least one month.
- All vacancies must be published on the EU Aid Volunteers initiative platform, although it is also possible to promote the vacancies through other channels to ensure the widest dissemination.
- Depending on the type of vacancy, the main target audience of the recruitment should be identified, and the most appropriate means of dissemination should be sought so that they are made aware of the available posts. For example:
 - Mail or e-mail to people related in some way to the organisation, colleges and professional associations, universities, etc.
 - Word of mouth and publicity through former (volunteers, paid staff or government bodies can be a method of recruitment).
 - Local federations, coordinators or volunteer platforms.
 - Publication of volunteer offers on the website of the organisation, in other portals, etc.
 - General or local media (newspapers, radios, television, etc.).
 - Social advertisements.
 - Posters in strategic sites (the location defined in accordance to the profile sought).
 - Public seminars and talks.
- Offering information and answering the questions of interested persons throughout the process.

STEP 3: DEFINE THE TEAM THAT WILL REVIEW THE APPLICATIONS, AS WELL AS ESTABLISH COMMUNICATION CHANNELS AND DECISION SPACES BETWEEN SENDING AND HOSTING ORGANISATIONS.

This team must define the common criteria that guarantee the uniformity of the evaluation of the information provided by the different candidates. To this end, it is recommended to develop CV evaluation formats and interviews where information is recorded and that can serve to demonstrate and justify how decisions have been adopted. In addition, it is advisable to systematise the minutes of the meetings made by the evaluation team.

STEP 4: FIRST EVALUATION

The sending organisation will evaluate the information provided by the applicants to define a short list of candidates for the interview.

- This first evaluation will be based on the information provided in the application form, CV, in the self-assessment questionnaire, and analysing the letter of motivation. Also by assessing their ability to analyse a particular humanitarian aid situation, by means of a written test, or similar tests.
- Review of CVs and self-assessment questionnaires. Each sending organisation defines the method of evaluation of the candidates that it prefers. The most recommended evaluation methods mix quantitative and qualitative aspects.

- For example:

ASSESSMENT OF REQUIRED COMPETENCES						
CANDIDATE	VACANT	STUDIES	EXPERIENCE	LANGUAGES	COMPETENCES	FINAL DECISION
		1 Complies 2 Meets half 3 Does not meet	1 Complies 2 Meets half 3 Does not meet	1 Complies 2 Meets half 3 Does not meet	1 Poor 2 Need for development 3 Sustained competence 4 Excellent command	Summation of values and qualitative explanation of the decision
		Explanatory paragraph	Explanatory paragraph	Explanatory paragraph	Explanatory paragraph	

- If the organisation determines that it will request personal and professional references of the candidates, you must prepare a series of questions that you want answered (for example: performance, dates of job execution, etc.), and define the channel for requesting references (such as with phone calls or by mail).
- It is recommended that a brief report is made including the data of the person consulted and the opinions and information provided about the candidate.
- There must be meetings of the evaluation team, and sharing of information and decision-making throughout.
- Sending information to the host organisation to jointly agree the final list of candidates who will be invited to the interview.
- Inform and request written confirmation from the candidates selected for the interview.

Inform the candidates which have not been selected by offering an explanation of the reasons why they have not been chosen. This information should be done both in the first evaluation, in the interview and in the decision after the training. It is important to insist that saying "no" does not mean that the volunteer "does not serve", but that "there is another candidate who is more suited to the profile that is required in this particular vacancy" and/or that "the volunteer will not find in this specific vacancy what they are really looking for".²⁵

Some reasons that may motivate a negative decision would be:

- Mismatch between the expectations of the person and the type of entity or vacancy.
- Insufficient preparation for responsibilities.
- Failure to comply with the minimum age requirement.
- Impossibility of compromise.
- Certain behaviours or attitudes demonstrated in the interview.
- Significant mismatch between the values of the person and the organisation.

STEP 5: CONDUCT INTERVIEWS

The interview should be conducted, as far as possible, with the participation of the host organisation. It should be a structured interview and be based on the framework of competences. It can be done face to face or using telecommunication technologies. It is advisable that at least two evaluators participate in the interview, to achieve different perceptions and ensure that the result is as objective as possible. **The interviewing team should:**

²⁵ Volunteer management manual. Fundación La Caixa. Page 70 et seq.

http://www.observatoritercersector.org/pdf/publicacions/2010_01_manual_gestion_voluntariado.pdf



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- Prepare the interview (define the structure, set questions, establish which evaluator asks what kind of questions, etc.)
- Prepare the interview site (suitable space), or preparing the necessary equipment, if the interview is conducted using information technologies.
- Receive the candidate and present the evaluators.
- Provide information about the organisation, the volunteer vacancy and description of the phases of the interview.
- Document the development of the interview and collection of information. Each organisation should develop a format that collects the impressions of the different evaluators and argues the reasons for the decision. **For example:**

INTERVIEW FRAMEWORK:

<p>GENERAL DATA</p> <p>DATA OF THE INTERVIEW:</p> <p>VACANCY DATA: TITLE, COUNTRY, PERIOD REQUIRED, ETC.:</p> <p>DATE:</p> <p>EVALUATORS:</p>
<p>CONFIRMATION OF PERSONAL DATA AND CONDITIONS</p> <p>Check the European nationality or residence for visa issues, place of residence for flights, ask about the availability to do the training and volunteering on the proposed dates, explore other personal aspects that are important to know (for example, if this person has designated carers and must travel with them, if he or she is working and should ask for a leave of absence, if the candidate is receiving some type of medical treatment that involves specialised care or need for medicines difficult to access, etc.)</p>
<p>TECHNICAL COMPETENCES</p> <p>Can you describe how your academic studies relate to and are appropriate for the volunteering assignment? Explore subjects such as professional orientation within their studies, intensity of courses and so on. How would you describe your professional experience relate to volunteering? Explore skills and specific experience related to the tasks to be developed, reasons for leaving a job.</p>
<p>CROSS-COMPREHENSIVE COMPETENCES</p> <p>What are your experiences of working in a team? What are your expectations about this volunteering assignment? Why do you think this experience is right for you? What is your knowledge about the country / area? What aspect of the assignment do you think will be the most difficult for you to adapt to? Explore topics such as teamwork, communication, autonomy, leadership, intercultural awareness, etc.</p>
<p>SPECIFIC COMPETENCES</p> <p>What do you know about the EU Aid Volunteers initiative? What do you know about humanitarian action? Explore topics such as understanding the initiative, working safely, etc.</p>
<p>LANGUAGES</p> <p>Explore the level of proficiency in the working language.</p>
<p>EXPECTATIONS</p> <p>What do you think you can contribute? What do you expect to find? Explore their motivations, their ability to adapt to the real conditions of the vacancy, etc.</p>



Finalise the interview asking the candidate if they have any doubts or questions. Express your thanks for their willingness to participate; giving some further information on expected dates for final confirmation on the selection of candidates as well some other indications about travelling or logistic issues.

QUALITATIVE ASSESSMENT

Briefly assess the suitability of the candidate to the volunteer place:

.....

QUANTITATIVE ASSESSMENT

Rate, from 1 (less) to 4 (very good) adequacy according to requirements:

TECHNICAL COMPETENCES

TRANSVERSAL COMPETENCES

SPECIFIC COMPETENCES

WORKING LANGUAGE MANAGEMENT

ADEQUACY OF EXPECTATIONS

AVAILABILITY TO CARRY OUT TRAINING AND VOLUNTEERING ON THE PROPOSED DATES

TOTAL

FINAL DECISION

STEP 6:

OTHER EVALUATION METHODS

The organisations, according to the profile requested in each vacancy, may decide to carry out other types of evaluation tests, such as the evaluation center, group activities, and work simulation exercises. In all cases, the organisation must inform candidates of the type of test in advance, complete a report of the results of the test and inform the candidates in detail about the results.

STEP 7:

DEFINE CANDIDATES FOR TRAINING

With the interview information and additional tests (if performed), the host organisations will decide on the candidate or candidates (according to the number of places available), who will go on to the training process.

STEP 8:

SUPPORT THE TRAINING PROCESS

Sending organisations should consult the candidate and the host organisation to identify the learning needs and determine the training modules in which the candidate should participate. As well as:

- Deliver all information to the institutions that perform the training. These institutions are defined by the EU Aid Volunteers initiative.
- Provide information to the candidate on dates and places of training, and put them in direct contact with the institutions that perform the training.





STEP 9:

FINAL DECISION AND INFORMATION TO VOLUNTEER

The host organisation will make the final decision on the selected candidates and inform the sending organisation of their choice, who will inform the candidate and request their confirmation in writing.

CHECK LIST

Does the organisation define and implement an identification and selection of volunteers procedure that guarantees a transparent, fair and effective recruitment process?

- The identification and selection of candidates is a process that is carried out in cooperation with the host organisation, through periodic and constant information.
- The actions and times to follow for the definition of tasks, the publication and evaluation of the applications and the final selection are detailed.
- In addition to the announcement of the offer for a minimum period of one month on the EUAV platform, actions are carried out to publicise the advertisement, to reach a larger public and ensure that potentially interested candidates are aware.
- Online tools are used to standardise the design of the application form, and procedures are in place to guarantee its reception and storage, as well as the CV, the motivation letter and the self-evaluation of the candidates.
- The possibility of carrying out an assessment of their ability to analyse a given situation through a written test, a test or similar tests is offered. If so, there are clear processes for developing the tests and objectively assessing them.
- It implements an objective procedure for the analysis of the information given by the candidates, the interviews, and the final selection.
- The final decision on the selection of the candidates is made by the host organisation. All candidates are informed of the selection decision.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

You can find some information on the EU Aid Volunteers Initiative, Vacancy Announcement, <https://volonteuropa.eu/wp-content/uploads/2017/05/EUAV-Vacancy-Announcement-template.doc?b1922a>

Application form template, <https://volonteuropa.eu/wp-content/uploads/2017/05/6.-Application-form-template.doc?b1922a>

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Policy Guidance & Templates developed by Harris Voluntary Service,
Recruitment guidance, http://www.harrisvs.org.uk/home_htm_files/Recruitment%20Guidance%202013.doc

Recruitment Policy template, http://www.harrisvs.org.uk/home_htm_files/Recruitment%20Policy%20Template%202013.doc

Policy Guidance & Templates developed by Bradford Volunteer Centre Volunteer, set 2
Recruitment and Selection, http://www.volunteeringbradford.org/?page_id=62

LEARNING AND DEVELOPMENT PLAN





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 3, 4, and Annex to the EU Delegated Regulation 1398/2014 and article 8, of the EU Implementing Regulation 1244/2014

WHAT ARE THE KEY CONCEPTS?

The European Framework of Competences - EQF is an agreement created to facilitate the comprehension of qualifications of various European countries. The aim of EQF is encouragement of mobility and facilitation of access to permanent learning among habitants of various European countries.

The EQF is based on the results of learning, using known expressions comprehensible for the learner following the learning process. The results of learning are divided in 3 categories:

- A** · Knowledge: results of assimilation of information thanks to learning, collecting of actions, principles, theories and practices related to the work field or particular studies.
- B** · Skills: ability of applying knowledge and using techniques for completing tasks and resolving the problems.
- C** · Competences: ability of applying knowledge, skills and personal, social, and methodological abilities into various work or study situations but also into self and professional development.

To sum up: to do the work well or develop the activity properly, possessing some special knowledge and skills is required. However, these particular situations are also concurrently fundamental to the acquisition and development of the knowledge and abilities of the learner. Thus, they are needed for developing the competences.

To ensure that experiences contribute to the development of competences, it is essential to:

- Determine and define the competences that the particular experience could develop.
- Activate its development, promote various activities and training actions.
- Evaluate the result of the development of competences.

The development of competences involves a close collaboration between what a person contributes to the work process (skills, motivation, knowing how to behave, etc.) and what the organisation can provide for the development of the volunteer's competences (spaces for reflection, reinforcement, recognition, etc.).

The volunteering placement offers the persons involved the possibility of acquiring and developing determined competences: personal (leadership, autonomy, etc.), professional (teamwork, project training, etc.) and social (solidarity, intercultural awareness, etc.), according to the type of activity, as well as their own learning needs.

WHY IS THIS IMPORTANT?

The volunteers, through the tasks associated with their deployment action, acquire or exercise certain competences, which are valuable to the person and to society, such as: communication and empathy, autonomy and responsibility, among many others. However, to make volunteering an opportunity for learning, it is necessary to adequately define the desired results, to prepare the relevant tasks to achieve them, and to allow time for reflection and evaluation on the degree of achievement.

The framework of competences provides a profile of the volunteer's situation before, during and after their volunteering. The framework is then a tool that the organisation and volunteers can use to ensure they have a clear view of what is expected through the volunteering placement, what work has to be done to develop the competences, and how to be accountable for it.

The EU Aid Volunteers initiative defines a framework of competences to facilitate the development of volunteers and has established the obligation to develop a learning plan that records the learning outcomes expected of volunteers in their missions. The framework of competences should be tailored to the different profiles of volunteers, and take into account the needs of junior and senior volunteers.

Three dimensions competences must be considered: transversal, specific and technical competences, for which see the Annex of the Delegated Regulation 1398/2014 for specific definitions and individual descriptions. In any case, such dimensions can be described as:

<p>TRANSVERSAL COMPETENCES</p> <p>required in many sectors of volunteering and employment and which are not specific to the field of humanitarian aid</p>	<ul style="list-style-type: none"> 1 · Developing and maintaining collaborative relationships <ul style="list-style-type: none"> Working with others Communication 2 · Volunteering mind-set 3 · Managing oneself in a pressured and changing environment <ul style="list-style-type: none"> Self-awareness and resilience Autonomy Managing one's own expectations Inter-cultural awareness 4 · Demonstrating leadership 5 · Achieving results <ul style="list-style-type: none"> Achieves and communicates the immediate results of the action and the progress made in terms of capacity building Accountability
<p>SPECIFIC COMPETENCES</p> <p>required for the EU Aid Volunteers initiative and humanitarian aid more widely</p>	<ul style="list-style-type: none"> 6 · Understanding the humanitarian context of the EU Aid Volunteers initiative and applying humanitarian principles 7 · Operating safely and securely at all times 8 · Managing projects in humanitarian contexts 9 · Communication and advocacy
<p>TECHNICAL COMPETENCES</p> <p>resulting from specialist knowledge relevant in the context of humanitarian</p>	<p>EU Aid Volunteers may have competences in the following fields (non-exhaustive list):</p> <p>finance and accounting; legal affairs; project management and administration; communication; logistics and transport; human resources management and learning; organisational development and capacity building; water and sanitation; food, nutrition and health; refugees and internally displaced persons; gender issues; child protection; linking relief, rehabilitation and development; disaster risk management; resilience building; risk and vulnerability assessment; climate change adaptation; awareness-raising and education; community-based development; disaster preparedness and contingency response; medical and paramedical services; engineering; volunteer management.</p>



The levels of proficiency in each competence shall be assessed on the following scale:

- **LEVEL 4: Excellent proficiency**
- **LEVEL 3: Sustained proficiency**
- **LEVEL 2: Proficiency with development needs**
- **LEVEL 1: Poor proficiency**

HOW TO IMPLEMENT IT?

The sending and hosting organisations must be clear that the management of competences is integrated into various areas of the volunteer management cycle. The success of competence management lies in the close connection and coherence between these different areas:



The sending and hosting organisations must develop a learning and development plan, specific to each volunteer, and adapt the learning outcomes to the needs of the volunteer, at the junior or senior level, to the conditions of the vacancy, and the support actions of the organisations.

The learning and development plan should be filled in on the EUAV platform. It should be in line with the framework of the EU Aid Volunteers initiative’s three dimensions: transversal, specific and technical, and should include:

- Basic information about the volunteer.
- Basic information about the destination of the volunteer.
- Description of the tasks to perform.
- Expected results according to competences and an evaluation of the acquisition and / or development of the same, by the volunteer.
- Learning needs and planned development activities, as appropriate.
- The courses taken during the period of training or volunteering.
- Any other relevant information.

Below we propose an example of a format that can be followed to implement the learning and development plan for each EU Aid Volunteers:

EU AID VOLUNTEERS LEARNING AND DEVELOPMENT PLAN					
PARTICIPANT:					
POSITION:			COUNTRY:		
PHASE:			PERIOD:		
DESCRIPTION OF TASKS:					
PREPARED BY:			PREPARATION DATE:		
Competence	Learning output	Comments, indicators, or explanation of how to measure the result achieved	Planned development activities or training (where relevant)	ASSESSMENT	
				Proficiency level 4 Excellent 3 Sustained 2 With development needs 1 Poor	Explanation
TRANSVERSAL COMPETENCES					
1 · Developing and maintaining collaborative relationships					
2 · Volunteering mind-set					





3 · Managing oneself in a pressured and changing environment					
4 · Demonstrating leadership					
5 · Achieving results					
SPECIFIC COMPETENCES					
6 · Understanding the humanitarian context & applying humanitarian principles					
7 · Operating safely and securely at all times					
8 · Managing projects in humanitarian contexts					
9 · Communication and advocacy					
TECHNICAL COMPETENCES					
10 · According to vacancy					
...					
...					
...					
...					
...					



CHECK LIST

Does the organisation have a procedure to prepare, for each volunteer, a learning and development plan containing: the results expected to be obtained by EU Aid Volunteers, the competences required, their learning needs and achievements in the different phases of their participation in the initiative?

- ✔ The organisation knows and manages the competence framework established by the EU Aid Volunteers initiative and differentiates transversal, specific and technical competences.
- ✔ It has defined the methodology and mechanisms to identify learning needs, development activities and achievements in each phase of participation.
- ✔ It has a plan template that includes the basic information of the volunteer, their proposed circumstances and tasks, as well as the established and acquired competences, the learning needs, and the development activities and courses carried out.
- ✔ The plan is a process that is constantly updated and is part of the selection, training (if appropriate), deployment and debriefing phases.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

The EU Aid Volunteers initiative Competence Framework can be consulted in the Annex to Delegated Regulation (EU) No 1398/2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32014R1398&from=EN>

IT IS IMPORTANT TO CONSULT THE APPLICABLE LAW:

Council Recommendation of 20 December 2012 on the validation of non-formal and informal learning, [http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32012H1222\(01\)&from=ES](http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32012H1222(01)&from=ES)

Europass initiative, [https://europass.cedefop.europa.eu/editors/en/esp/compose#Key competences for lifelong learning](https://europass.cedefop.europa.eu/editors/en/esp/compose#Key%20competences%20for%20lifelong%20learning), <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV%3Ac11090>

Youth Pass initiative, <https://www.youthpass.eu/en/youthpass/>

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Policy Guidance & Templates developed by People In Aid, Behaviours which lead to effective performance in Humanitarian Response: A review of the use and effectiveness of competence frameworks within the Humanitarian Sector, 2007, P. 16, <http://www.alnap.org/pool/files/ecb/downloads/resources/competencies-report-final.pdf>

FOR MORE INFORMATION YOU CAN CONSULT:

Voluntare, Competences Developed, 2013, <https://volonteuropa.eu/wp-content/uploads/2017/05/Desarrollo-de-competencias-1.pdf?b1922a>

Poyatos, JA, The skills acquired in non-formal education and employability: the example of volunteering, Voluntariado y Estrategia, 2016, <https://volonteuropa.eu/wp-content/uploads/2017/05/Acquiring-nonformal-skill-through-volunteering.docx?b1922a>

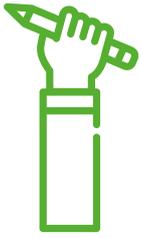
Wybron, I., Why there is a need for volunteering qualifications, The Guardian, 2014, <https://www.theguardian.com/voluntary-sector-network/2014/may/20/why-there-is-need-for-volunteering-qualifications>





VOLUNTEERING MANAGEMENT CYCLE
IDENTIFICATION AND SELECTION OF VOLUNTEERS

NOTES





PROCEDURES FOR PRE-DEPLOYMENT PREPARATION OF EU AID VOLUNTEER





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 11, 12 and 20, of the EU Implementing Regulation 1244/2014, and it is relevant to see article 15

WHAT ARE THE KEY CONCEPTS?

The incorporation of the volunteers in the organisations is a process which requires a lot of information and preparation, both theoretical and practical, to ensure that the volunteer has sufficient tools for the development of their activity.

In the process of incorporation, 4 key aspects can be defined:

A • INTRODUCTION TO THE FUNCTIONING OF THE ORGANISATION

This aspect consists of providing a global vision of the organisation (structure, values, delegations, projects, processes, etc.), informing the volunteer how their work contributes to achieving the overall objectives of the organisation. Some entities have a handbook which can be helpful for volunteers at the time of incorporation and which, in some organisations, is used as a basis for initial preparation before volunteering.

B • DETAILED INFORMATION ABOUT THE WORK THAT THE VOLUNTEER WILL PERFORM

It is necessary to ensure that the volunteer has all the information and tools to carry out their activities properly. It is therefore important to provide information about the communities with which the volunteer will work, the place where they will be volunteering, the context of the volunteer, safety aspects, logistics (accommodation, transport, costs, etc.).

C • TEAM INVOLVEMENT IN THE HOST PROCESS

It is very important that the people of the organisation know the volunteers and know what their work will be. Involvement of the team ensures that volunteer feels truly integrated. It is advisable to plan a meeting (either formal or informal) to introduce the different team members (including the directors, and team members that will not be working closely with them).

D • DEFINE A MENTOR WHO WILL ACCOMPANY AND SUPPORT THE VOLUNTEER

Define the person of reference for the volunteer, who will support them to solve practical problems that may arise in the course of their placement, and who will be their contact during the processes of evaluation and leaving the organisation.

WHY IS THIS IMPORTANT?

The incorporation and preparation is a key moment that can exert significant impacts –both positive and negative– on the subsequent work of the volunteer, as well as its relation with the own organisation.

Pre-deployment induction is fundamental to ensuring the success of the EU Aid Volunteers initiative, the deployment mission and the proper performance of volunteers. The organisation should ensure that the volunteer is fully trained, has access to the relevant tools, knows how to operate them and understands how to comply with all required procedures.

For the EU Aid Volunteers initiative, the induction is a priority and is seen as a shared responsibility between the sending organisation and the host organisation.

Sending organisations have the following responsibilities within the pre-deployment induction:

- 1 • The sending organisations shall ensure that all candidate volunteers receive a thorough and appropriate face-to-face induction prior to their deployment.
- 2 • In the context of the induction, the sending organisation shall also provide information about the Commission’s humanitarian aid field office responsible for the country of deployment.
- 3 • The sending organisation shall ensure that all information provided during the induction process is read and understood by the candidate volunteers and remains easily accessible throughout their participation in the EU Aid Volunteers initiative.
- 4 • Designate a contact person who will be available throughout the entire deployment process and who will be in regular contact with the EU Aid Volunteer in order to support them in their transitional and instalment phase. This contact person will provide additional information, interceding in case of certain difficulties with the hosting organisation, and providing a constant follow-up of the process, as well as participating in the final and intermediate evaluation.
- 5 • Inform the Commission’s humanitarian aid field office on the imminent deployment of EU Aid Volunteers that will take place in that country.

HOW TO IMPLEMENT IT?

This pre-deployment induction will be implemented through face-to-face meetings, between the organisation and the volunteers, in which, as a minimum, all these issues have to be included:

- Full information on the project’s context.
- Relevant juridical framework.
- Rules and proceedings relevant to the volunteer.
- Compulsory information meetings related to safety, health and security issues.
- Learning and development plan.
- Information about EU Aid Volunteers initiative.
- Information on communication and visibility.
- Final information session.

Article 12 of the Implementing Regulation 1244/2014.

Below you can find a proposed template for organising the pre-deployment induction programme, which can be used by the sending organisation to ensure that the volunteer has at least the following information.

PRE-DEPLOYMENT INDUCTION PROGRAMME – EU AID VOLUNTEERS
ORGANISATION AND PROJECT DATA:
VOLUNTEER DATA, ACTIVITY AND PLACE OF DEPLOYMENT:
DATE AND PLACE OF REALISATION:





THEME	CONTENT	PERSON RESPONSIBLE AND POSITION IN THE ORGANISATION	SIGNATURE OF THE VOLUNTEER WHICH STATES THAT HE/SHE HAS UNDERSTOOD ALL THE INFORMATION
WELCOME TO THE ORGANISATION	Team presentation. Expectations of volunteers.		
1 • ORGANISATION INFORMATION (ALL INFORMATION TO FAMILIARISE VOLUNTEERS WITH THE ORGANISATION)	<ul style="list-style-type: none"> • their mission and vision. • organisational values. • principles and objectives. • internal structure. • the value of volunteering in the organisation. • objective of EUAV within the organisation. 		
2 • PROJECT CONTEXT	<ul style="list-style-type: none"> • information on the Commission's local humanitarian aid office in the country of deployment. • information about host organisation (same information as sending organisation). • information about humanitarian context. • information about the project and areas of organisation within her/his project will be developed. • information about the community and their customs. 		
3 • TASK ASSIGNMENTS AND DEPLOYMENT CONDITIONS	<ul style="list-style-type: none"> • review of the responsibilities and tasks of volunteers. • the needs assessment that underpins it and how volunteer activities contribute to improving the situation. • information on living and working conditions. 		
4 • LEGAL FRAMEWORK	<ul style="list-style-type: none"> • regulations of the EU Aid Volunteers initiative. • regulations of the countries of the sending and receiving organisations concerning security conditions and their voluntary work. 		
5 • STANDARDS AND PROCEDURES RELEVANT TO THE VOLUNTEER	<ul style="list-style-type: none"> • disciplinary and complaints procedure. • code of conduct as provided for EU Aid Volunteers initiative. • procedures: Anti-fraud and corruption. • child and vulnerable adult safeguarding. • rights and duties of volunteers. 		



6 • SECURITY BRIEFING AND HEALTH AND SAFETY BRIEFING	<ul style="list-style-type: none"> • Security plan. • Risk assessment. • Mandatory context-specific security briefing. • Health and safety briefing (including medical check prior to departure). • Information about the insurance and its handling. • Request for contact information in case of emergency. 		
7 • SUPERVISION AND PERFORMANCE MANAGEMENT SYSTEM AND PROCEDURE	<ul style="list-style-type: none"> • Designation of the reference person in the sending organisation for the follow-up, and explanation of their role. • Definition of channels and ways of following-up from the sending organisation. • Explanation of the mentoring that will be assigned by the host organisation. • De-briefing. 		
8 • THE LEARNING AND DEVELOPMENT PLAN.	<ul style="list-style-type: none"> • Detailed information on the competence framework and its three dimensions (transversal, specific and technical). • Explanation of the procedure to define the learning outcomes, and the development plan. • Explanation of the monitoring and evaluation of the development plan. 		
9 • PROVIDE INFORMATION ON THE NETWORK FOR THE EU AID VOLUNTEERS INITIATIVE	<ul style="list-style-type: none"> • Introduction to the platform and support activities that the EU Volunteer Network provides to volunteers both during and after deployment. 		
10 • COMMUNICATION AND VISIBILITY ACTIVITIES	<ul style="list-style-type: none"> • EUAV communication strategy. • Minimum activities requested from volunteers. • Internal procedures for communication and visibility. 		
11 • FINANCIAL THEMES	<ul style="list-style-type: none"> • Financial obligations and rights. • Costs covered by the initiative. • Method of payment of the allowances. • Financial procedures and justification standards. 		
12 • LOGISTICS FOR TRAVEL	<ul style="list-style-type: none"> • Transport tickets and travel vouchers. • Visa. • Other. 		
13 • EVALUATION OF THE PREPARATION PROGRAMME	<ul style="list-style-type: none"> • Evaluation questionnaire. • Qualitative evaluation. • Conclusions and aspects to improve. • Good bye. 		



Furthermore, the sending organisation must ensure that the host organisation conducts an induction programme upon arrival in the country of deployment (with points similar to those discussed in the pre-deployment induction programme), which ensures:

- the integration of volunteers within the local teams;
- a specific safety briefing during the first 48 hours in the host country;
- the final definition of the competence plan;
- the provision of cultural information about the country, the region and place of deployment, with guidance on appropriate behaviour;
- an explanation of the content of the final session and the evaluation process of their performance.

CHECK LIST

Does the organisation have processes and procedures addressing essential preparations prior to the volunteers' deployment?

- ✔ The organisation organises face-to-face induction sessions for the volunteers (including both individual and joint sessions) prior to their deployment, where the volunteer receives clear information on the respective roles and responsibilities of the relevant staff involved in the project.
- ✔ Where appropriate, the sending organisation organises joint induction sessions for volunteers together with the hosting partners.
- ✔ The sending organisation has the practise of appointing a contact person for the volunteer.
- ✔ The organisation has provided information about the Commission's humanitarian aid field office responsible for the country of deployment and informed this office of the imminent deployment of volunteers.
- ✔ The organisation has ensured that all information provided during the induction process is read and understood by the candidate volunteers and remains easily accessible throughout their participation in the Initiative.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

You can find a briefing proposal for pre-deployment induction, <https://volonteurope.eu/wp-content/uploads/2017/05/Pre-deployment-induction.doc.pdf?b1922a>

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Emergency Capacity Building Project: <http://www.ecbproject.org/resources.aspx>

Preparation of young UN volunteers: <https://www.unv.org/news/new-un-youth-volunteers-bonn-their-deployment-africa-asia-and-europe>

Thinking about assisting in post-disaster efforts? Check this out first: www.idealists.org/info/Volunteer/Disaster

A word about motivation and disillusionment: www.humanitarianjobs.wordpress.com/about/a-word-about-motivation-and-disillusionment/

Responsible volunteering: <http://www.responsiblevolunteering.co.uk/preparation.php>

Standard 10

APPRENTICESHIP





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 13 and 14, of the EU Implementing Regulation 1244/2014

WHAT ARE THE KEY CONCEPTS?

In the context of the training process, the sending organisation, having previously consulted with the host organisation, can promote pre-deployment apprenticeship placements for junior professionals to learn through experience the procedures, ethics and context of humanitarian work.

The apprenticeship placements can have a maximum duration of 6 months, with a possibility of extension in exceptional and duly motivated cases.

At the end of the apprenticeship, both the volunteers and the organisations will evaluate this process and decide if deployment in the field can be continued. This assessment will be based on the competences framework and the learning and development plan.

WHY IS THIS IMPORTANT?

Training procedures can include a pre-deployment apprenticeship phase in which EU Aid Volunteers can demonstrate their knowledge and skills, as well as gain first-hand experience of the problems experienced by the organisation, and how to address these problems and to apply the relevant procedures. This teaches them to identify issues and to promote tools and new processes. Identifying problems in a "safe space" for the volunteer and not in the field may help the organisation anticipate potential problems and provide guidance through measures that prevent bad practice and by teaching best practices.

HOW TO IMPLEMENT IT?

During the process of identifying tasks, certain junior volunteers can request in their learning and development plan for a pre-deployment apprenticeship placement provision, in order to better develop their skills and assure satisfactory performance during their mission.

In consultation with the hosting organisation and the volunteer, the learning and development plan will be reviewed and a specific apprenticeship plan must be designed, which will include:

- The learning outcomes expected from the apprentice.
- The tasks to be performed.
- The resources that will be available.
- The objectives to be achieved during their apprenticeship period.

The apprenticeship placement plan should include all the core issues concerning volunteering, in particular:

- Appointing a mentor that will follow-up on the learning process.
- Implementation of monitoring and evaluation mechanisms (including an intermediate evaluation, if necessary).

- Insurance policy.
- Ensuring an adequate living, working and health conditions.
- Providing funds for accommodation, transport and pocket money of the volunteers during their apprenticeship placement period.

At the end of the apprenticeship placement, the apprentice volunteer shall complete a self-assessment based on the competence framework and the learning and development plan. After this first self-assessment, the sending organisation, in consultancy with the host organisation, will deliver a common assessment on the apprentice's performance regarding the objectives meant to be achieved. Poor performing volunteers (in any specific or transversal required competence) shall be disqualified and may not be deployed, without undermining volunteers' rights and general principles of the EU Aid Volunteers initiative.

Sending organisation will motivate the final decision, through the monitoring process and the evaluations performed.



CHECK LIST

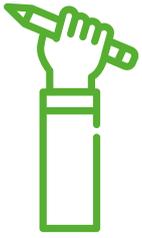
Does the organisation have processes and procedures for apprenticeship placements?

- ✔ Organisation knows and manages the competence framework established by the EU Aid Volunteers initiative in the learning and development plan based on the needs of the apprenticeship with host organisation and volunteer.
- ✔ It has a plan template that includes the basic information on the volunteer, their deployment placement and tasks, as well as the established and acquired competences, the learning needs, and the development activities and courses carried out in the apprenticeship.
- ✔ The organisation has been aware of obligations under the following articles of the main regulation, which apply mutatis mutandis to the apprenticeship.
- ✔ The organisation has ensured that its mentor, in consultation with the host organisation, reviews the self-assessment and assesses the volunteer, and to explain and justify, if necessary, any such assessment and decision.



VOLUNTEERING MANAGEMENT CYCLE
PREPARING VOLUNTEERS BEFORE DEPLOYMENT

NOTES



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Standard 13

LIVING CONDITIONS





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 25, 26 and 27, of the EU Implementing Regulation 1244/2014 and in point 4 and 7 of annex I

WHAT ARE THE KEY CONCEPTS?

Volunteers have the right to be reimbursed for expenses incurred in carrying out their activities. They must also be provided with the material resources necessary to fulfil their duties.

Both sending and hosting organisations have the obligation to guarantee to the volunteer a safe and secure environment, ensuring their satisfactory accommodation and maintenance, so that they can carry out their tasks adequately.

KEY DEFINITIONS:

CONSUMPTION BASKET

Refers to a relatively fixed set of consumer products and services valued on an annual basis and used to track inflation in a specific market or country.

LUMP-SUM PAYMENT

Single large payment made all at once, in lieu of several smaller payments made at regular or infrequent intervals.

WHY IS THIS IMPORTANT?

All EU Aid Volunteers shall have adequate living conditions according to local standards in the country of deployment. To achieve this objective, the EU Aid Volunteers initiative covers the cost of travel expenses, visa fees, accommodation and food expenses, to offer basic comfort and ensure that safety, health and safety risks are managed effectively.

All EU Aid Volunteers have the right to:

- Receive information and logistical support to obtain relevant visas.
- Receive a monthly subsistence allowance following a table that is published by the Commission.
- Be provided with a clean and secure room, with access to drinking water and sanitation facilities, located at reasonable distance from their working location.

HOW TO IMPLEMENT IT?

The sending organisation will provide the EU Aid Volunteer with their round-trip tickets, subsistence allowances, re-installment expenses, and must also ensure that the hosting organisation will provide them with adequate accommodation.

<p>TRAVELLING</p>	<p>Sending organisation will organise and cover the round-trip for the EU Aid Volunteers, from their place of home residence to the country in which they will undergo their mission, including the case of an unexpected return. Upon request from the volunteer, they will also organise and cover an additional round-trip in the following cases:</p> <ul style="list-style-type: none"> A • Parental leave to visit their children aged less than 12 years, when their mission lasts more than 6 months. B • Special leave in case of a death or grave illness of direct relatives.
<p>VISA</p>	<p>Sending organisation will inform the volunteer on the proceedings to obtain their visa, supporting them in all necessary logistical issues, covering their associated costs. Hosting organisation will also support this process, according to the corresponding needs.</p>
<p>ACCOMMODATION</p>	<p>Sending organisation will ensure that hosting organisation will provide adequate accommodation for the EU Aid Volunteer, at a reasonable cost under local rates.</p> <p>Costs for accommodation will be covered directly by the host organisation and they are not part of the lump-sum payments that will be given to the volunteer.</p> <p>As far as possible, accommodation provisions will facilitate the volunteers' integration with the local community, and make also possible for them to interact with the expatriate community.</p> <p>Access to means of communication should also be provided, ensuring that volunteers can be in contact with their relatives, as well as with their own organisations.</p> <p>Both sending and hosting organisation, must ensure that accommodation conditions meet the requirements for the prevention of risks to protection, health and safety.</p>
<p>ALLOWANCES</p>	<p>Sending organisation will cover the cost of EU Aid Volunteers in their capacity as non-employed individuals in the form of sum-lump payments that shall be delivered on time and in regular terms.</p>
<p>RESETTLEMENT ALLOWANCE</p>	<p>Upon successful completion of the deployment, sending organisation will provide the EU Aid Volunteer with a regularly indexed resettlement allowance of EUR 100 for each month of their deployment.</p>



CHECK LIST

Has the organisation identified and defined all the procedures it must develop to ensure adequate living conditions for volunteers during their mission and ensure their well-being, motivation, health and safety?

- It organises and covers the round-trip expenses for the EU Aid Volunteers, from their place of home residence to the country in which they will undergo their mission, including the case of an unexpected early return, and, when necessary, will organise an additional return ticket for extraordinary reasons.
- Facilitates information, logistical support and financing, in order to obtain the corresponding visa (with the host organisation support).
- Guarantees the payment of allowances to the volunteers in form of lump-sum payments that shall be delivered on time and in regular intervals. Payments will be administered according to the amounts previously defined by the EU and calculated to cover volunteer's expected expenses (food, toilet articles, clothes, local transport, etc.).
- Upon the successful completion of the deployment, the volunteers will receive compensation for resettlement costs (100 euros for each month of their mission).
- Ensures the volunteers have adequate accommodation at a reasonable cost, according to the local criteria and the requirements established in the EU Aid Volunteers initiative regulations.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

Subsistence Lump Sum Payments by EU Aid Volunteers initiative, https://eacea.ec.europa.eu/sites/eacea-site/files/update_eu_aid_volunteers_2017_subsistence_allowances_0.pdf

14 Standard

WORKING CONDITIONS





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 21 and 22, of the EU Implementing Regulation 1244/2014 and in point 3 and 7 of annex I

WHAT ARE THE KEY CONCEPTS?

Humanitarian action tends to take place in contexts where basic amenities are often limited and where humanitarian workers and volunteers can be exposed to situations of suffering and great stress. It is essential to ensure that staff and volunteers are provided with good working conditions to guarantee that actions for protection and aid, in communities affected by humanitarian contexts are adequately managed.

Adequate working conditions are ensured through risk prevention actions related to safety, health and security, which include, amongst others:

- Actions to prevent frequent diseases in the area, and other detected risks.
- Availability and accessibility of health care facilities.
- Maintenance of premises
- Vehicule maintenance.
- Availability and quality of the working space.
- Working hours that guarantee enough time for leisure and personal development.
- Holidays and minimum rest time.

WHY IS THIS IMPORTANT?

Adequate working conditions are needed to enable EU Volunteers to take up their tasks in a safe and healthy environment; to ensure their well-being and motivation, as well as adequate development of prevention, protection and assistance actions for the local community, that is are being impacted by the work of the host organisation.

Both sending and hosting organisations must work together to ensure that the proposed working conditions, comply with the agreed procedures relating to protection, health and security. These measures are detailed under the Standard 5, Health and Safety of these guidelines.

It is important to underline that for the EU Aid Volunteers:

- Working hours cannot exceed 40 hours per week.
- Extra hours shall be negotiated according to the working context, and always considering the physical and psychological well-being of the volunteers.
- Monthly leave shall be at least of two days per month.
- It is recommended that the holiday period will not coincide with the beginning or the end of the mission.
- When the mission's period lasts more than 18 months, holidays can take place in the country of origin.

HOW TO IMPLEMENT IT?

The sending organisation will ensure that the host organisation is implementing all the recommendations regarding the established evaluation of conditions and risks, before the volunteer's deployment has taken place (See Standard 5 on Health and Safety).

Within the policy framework of the host organisation and according to the local staff regulations, the sending organisation must ensure that the EU Aid Volunteer:

- Is provided with an adequate, safe, clean and secure working space with the necessary equipment and the material needed to carry out their tasks.
- Has an adequate work schedule, which has been accepted by the volunteer, and provides sufficient time for leisure activities, rest and personal development.
- Is entitled to an agreed and subsequently fulfilled holiday including provision for sick leave, maternity or parental leave, the death of a relative, or any other determined by law.
- Spend their holidays in their place of origin, provided that the mission period lasts more than 18 months.

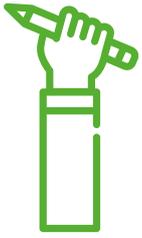
CHECK LIST

Has the organisation identified and defined all the procedures it must develop to ensure adequate working conditions for volunteers during their mission and ensure their well-being, motivation, health and safety?

- Work and coordinate with the host organisation to ensure adequate working conditions that allow volunteers to perform their tasks properly during their mission (schedules, work days, rest periods, etc.).
- The organisation has ensured (with the host organisation) that security and health risks are prevented, managed and mitigated and that the proposed working conditions comply with the regulatory framework (see Standard 5: Health and Safety).



NOTES



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Standard 15

CONTRACT WITH THE EU AID VOLUNTEER





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 16, of the EU Implementing Regulation 1244/2014. Point 5 of the article 14 of the EU Regulation 375/2014

WHAT ARE THE KEY CONCEPTS?

It is necessary to formalise the incorporation of a volunteer into an organisation through a written document that delineates the rights and obligations of volunteers and organisations, in a flexible way and so that both feel comfortable.

The contract between the volunteer and the organisation is a tool that consolidates the relations between both sides and serves as the frame of reference for making decisions, conducting evaluations and solving problems that may arise during the volunteer period.

Beyond the formalisation of a document, it is important that the contract serves to:

- Make evident the commitment of the volunteer to the mission and values of the organisation through the development of actions.
- Demonstrate the duty of the organisation to transmit to the volunteer the values of solidarity and the importance of citizen support to face the common challenges that we have as a society.

WHY IS THIS IMPORTANT?

A contract is important because it outlines all the obligations and commitments arising from the agreement between organisations and volunteer. On the one hand, it clarifies the rights, obligations and tasks of the volunteer and on the other it identifies the sending and hosting organisations' responsibilities, as well as the process for settling disputes.

HOW TO IMPLEMENT IT?

STEP 1:

The sending organisation is responsible for drawing up the contract document, after consultation with the host organisation, containing all the specific conditions for the deployment, the rights and obligations of the EU Aid Volunteer, and the courts competent to resolve disputes.

STEP 2:

When the volunteer has passed the selection, training, apprenticeship (if applicable) and pre-deployment induction phase; based on the outcomes, the sending organisation, in consultation with the hosting organisation, shall confirm the deployment of the volunteer.

STEP 3:

The sending organisation and the successful volunteer shall sign a deployment contract as set out in the EU Aid Volunteers initiative.

An example of a voluntary contract:

VOLUNTEERING AGREEMENT		
<p>BETWEEN</p> <p>Name of volunteer</p> <p>AND</p> <p>Name or organisation</p>		
NAME OF THE PROJECT:		
PROJECT DATES: 01		
<p>UNITED</p> <p>....., as EU Aid Volunteer (in the following referred as volunteer),</p> <p>And, represented by, and in the following referred to as the</p> <p>organisation</p> <p>AGREE</p> <p>With their signatures, that this agreement aims at framing the volunteering activities concerning the project ".....", with reference to the following</p>		
CLAUSULES		
1 • DETAILS ON THE PARTICIPANTS:		
IDENTIFICATION OF THE VOLUNTEER	IDENTIFICATION OF THE SENDING ORGANISATION	IDENTIFICATION OF THE HOSTING ORGANISATION
Name:	Name:	Name:
Passport number:	Address:	Address:
Address:	Telephone:	Telephone:
Telephone:	Person of Contact:	Person of Contact:
Email:	Email:	Email:
2 • DETAILS ON THE VOLUNTEER'S MISSION:		
A · Volunteer's role		
B · Title		
C · Duration of placement		
D · Location of placement		
E · Contract duration	Start date:	End date:
F · Specific tasks:		
3 • GENERAL RIGHTS AND DUTIES OF THE AGREEING PARTIES:		
VOLUNTEER'S RIGHTS AND DUTIES		
<p>According to the agreement between organisations of sending and reception, as well as the applicable regulations. Important to include the obligation of having attended all mandatory EU AV training sessions and deemed "fit for deployment" by training providers.</p>		





ORGANISATION'S DUTIES

According to the agreement between organisations of sending and reception, as well as the applicable regulations.

4 • SUPERVISION AND PERFORMANCE MANAGEMENT:

- A** · The volunteer will report to and be under the supervision of the field office coordinator, who will act as the responsible line manager.
Name, position (e-mail address) will be the contact point for ongoing support from the sending organisation.
Name, position (e-mail address) will be the line manager who shall be responsible for supervising the volunteer, with whom the line manager shall have a reasonable and practical frequency of supervision meetings.
- B** · If any of the designated persons is no longer able to fulfil his/her role during the deployment, a replacement shall be provided as promptly as possible to ensure continuity of support.
- C** · During the induction, the sending and hosting organisations shall set, together with the volunteers, their performance objectives and provide them with the opportunity to comment on the flexible elements in the task assignment.
- D** · The sending organisation and the line manager from the hosting organisation, together with the volunteer, shall carry out a joint mid-term performance review to formally evaluate the process of integration, progress on objectives, and to re-adjust the objectives and task assignment and the learning and development plan.
- F** · Where the conclusion of the mid-term review is that the volunteer displays poor proficiency in any of the transversal or specific competences, the hosting organisation in agreement with the sending organisation may take the decision to end the deployment prematurely.
- F** · The sending organisation and the line manager from the hosting organisation, together with the EU Aid Volunteer, shall carry out a final performance review to evaluate at the end of the placement the achievements of the EU Aid Volunteer against the objectives for their task assignment and the learning and development plan.
- G** · The results from the performance review shall be integrated into the EU Aid Volunteer's learning and development plan.

5 • WORKING CONDITIONS:

- A** · The organisation will ensure the provision of adequate working conditions, as stated in Article 22 of the Commission Implementing Regulation (EU) No. 1244/2014.
- B** · In particular:
 - I** · The volunteer will work from to (days of the week), from to The total working hours will not exceed 40h per week.
 - II** · The volunteer will be entitled to sick leave.
 - III** · The volunteer will enjoy a monthly leave allowance of days. S/he can manage the distribution of leave days in coordination with the line manager.
 - IV** · Special leave in the event of
According to the agreement between organisations of sending and reception, as well as the applicable regulations.

6 • CODE OF CONDUCT:

The code of conduct shall be binding on the EU Aid Volunteers, who will comply with:

- A** · Commitment to developing a sense of identity around the EU Aid Volunteers initiative and to contributing to its objectives;
- B** · Respect for other people and their dignity and respect of the principle of non-discrimination;
- C** · Respect of the humanitarian aid principles as referred to in Article 5(1) of Regulation (EU) No 375/2014;
- D** · Commitment to the safeguarding of children and to the protection of vulnerable adults, including through a zero- tolerance to sexual abuse;
- E** · Zero-tolerance to the use of drugs illegal in the country of deployment;
- F** · Respect of local laws;
- G** · Integrity, anti-fraud and anti-corruption;
- H** · Maintaining high standards of personal and professional conduct;
- I** · Compliance with security and health and safety procedures;

- J · Duty to report breaches and provisions for whistle-blowing;
- K · Rules on contact with the media and information management;
- L · Rules prohibiting the misuse of the organisation's equipment.

Any breach of the code of conduct by an EU Aid Volunteer shall be dealt with according to the sending organisation's management policy.

If the breach is considered to constitute gross misconduct, it shall lead to the early return of the EU Aid Volunteer and, if necessary, their conduct will be reported to any relevant professional or legal organisations or authorities.

7 • SECURITY MANAGEMENT AND HEALTH AND SAFETY:

According to the agreement between organisations of sending and reception, as well as the applicable regulations.

8 • DISCIPLINARY POLICY AND TERMINATION OF VOLUNTEER STATUS:

According to the agreement between organisations of sending and reception, as well as the applicable regulations.

9 • VOLUNTEER'S FINANCIAL RIGHTS AND OBLIGATIONS:

- A · The volunteer will receive€ monthly subsistence lump sum payments during the duration of the mission. This amount will be used to cover living expenses such as food, local transportation, personal expenses, etc. Accommodation expenses will not be covered with this allowance.
- B · The payments will be According to the agreement between organisations of sending and reception, as well as the applicable regulations.
- C · The volunteer will receive a resettlement allowance of€ per month of duty, upon successful completion of deployment.
- D · The volunteer will be responsible of complying tax rules which may be applicable.

10 • PRACTICAL ARRANGEMENTS:

- A · The volunteer will be covered by a complete insurance policy provided by XXXX, with the coverage specified in Article 24 of the Commission Implementing Regulation (EU) No. 1244/2014.
- B · According to Article 30 of the Commission Implementing Regulation (EU) No. 1244/2014, the organisation shall ensure that the volunteer completes a medical check-up prior to departure.
- C · The sending organisation shall facilitate a post-deployment medical check upon the return of the EU Aid Volunteer and offer psychosocial debriefing session(s) or counselling support as part of the debriefing process.
- D · The organisation will cover the recommended vaccinations for the risks in the country of deployment and equipment, where necessary.
- E · The volunteer will be provided with adequate accommodation in the destination country, in compliance with Article 26 of the Commission Implementing Regulation (EU) No. 1244/2014.
- F · The organisation will organise the travel of the volunteer to and from the place of deployment, including cases of early return, and shall cover the travel costs.
- G · The organisation will not cover additional return travel for volunteers whose deployment does not exceed 6 months, except in case of special leave.
- H · The organisation shall cover the costs related to obtaining the visa, including necessary travel costs. The sending organisation shall provide information and logistical support in arranging the visa for the volunteer, with the support of the hosting organisation.
- I · The volunteer will undergo an induction process provided by sending and hosting organisations in order to familiarise with the sending and hosting organisations' culture, policies and practices, and the expectations of the task assignment. The induction programme will consist of two clusters:
 - Pre-deployment induction provided by the sending organisation in accordance with article 12 of the Commission Implementing Regulation (EU) No. 1244/2014.
 - In-country induction provided by the hosting organisation in accordance with article 13 of the Commission Implementing Regulation (EU) No. 1244/2014.





11 • GENERAL CONDITIONS:

Any modifications to this agreement must be in written form.

This agreement will be signed in duplicate.

The legislation applicable to this agreement is:

- I · Regulation (EU) No 375/2014 of the European Parliament and of the Council of 3rd April 2014, establishing the European Voluntary Humanitarian Aid Corps ("EU Aid Volunteers initiative").
- II · Commission Delegated Regulation (EU) No 1398/2014 of 24th October 2014, laying down standards regarding candidate volunteers and EU Aid Volunteers.
- III · Commission Implementing Regulation (EU) No 1244/2014 of 20th November 2014, laying down rules for the implementation of Regulation (EU) No 375/2014.

In case of disagreement, the parties shall seek a common solution. If not, it will be subjected to the discretion of the courts of the city where the headquarters of the sending organisation is located.

12 • DATA PROTECTION:

The processing of the volunteer's data protection, including its collection, use, disclosure and deletion during the course of his/her taking part in the EU Aid Volunteers Programme (including through recruitment, selection, preparation, deployment, management, and evaluation of the volunteer) must be carried out in accordance with the Regulation (EU) 2016/679 (GDPR) and with the explicit consent of the volunteer.

Upon the signature of this agreement, the volunteer has been duly informed of his/her rights as regards right to access, right to be forgotten, and data portability.

SIGNATURES

CHECK LIST

Does the organisation have and apply the procedures and tools in order to ensure the proper development of the deployment of the volunteers, taking into account the specific terms of deployment and the volunteer's rights and obligations?

- The organisation is aware that the hosting organisation and volunteer must sign a deployment contract as set out in article 14(5) of the EU Regulation.
- The organisation defines and prepares with the hosting organisation the deployment contract that includes, according to the EU Aid Volunteers regulation, as a minimum, the following elements: role, title, duration and location of placement, and tasks to be performed, duration of the contract, performance management, working and living conditions, financial rights and obligations, practical arrangements, confidentiality, expected conduct, disciplinary policy, mediation mechanism, security management and health and safety responsibilities, learning and development plan.
- The organisation has ensured that the volunteer has the right to an effective legal remedy in the event of dispute with your or the host organisation, in accordance with the national provisions applicable to your organisation.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

You can see official form of Contract with EU Aid Volunteers, <https://volonteurope.eu/wp-content/uploads/2017/05/Contract-with-EU-Aid-Volunteer.docx?b1922a>

Standard 16

INTEGRITY AND CODE OF CONDUCT





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 17, of the EU of the EU Delegated Regulation 1398/2014

WHAT ARE THE KEY CONCEPTS?

Humanitarian action is based on four ethic principles:

NEUTRALITY	HUMANITY	INDEPENDENCE	IMPARTIALITY
Humanitarian aid should not favour any of the parties involved in an armed or other conflict.	Human suffering must be addressed wherever it is found, with special attention given to the most vulnerable persons.	Humanitarian action must be independent from the political, economic, military or other objectives that any actor may hold. The only purpose of humanitarian aid is to alleviate and prevent the suffering of victims of humanitarian emergencies.	Humanitarian action must be carried out only on the basis of needs, without discrimination between or within the affected populations.

Humanitarian principles have great relevance in the daily practice of the people working in humanitarian action, as many of these activities are developed in contexts of conflict or great instability. Adherence to these principles enables humanitarian action to be distinguished from the activities and objectives of other actors, and is therefore not considered to be undue interference in the internal matters of the states, neither the actors in a conflict, in such cases when it exists.

Humanitarian principles should govern the behaviour of all persons involved in humanitarian action, whether employed or under a voluntary mission framework, when interacting with and providing assistance to designated communities. Additionally, these same humanitarian principles will govern the behaviour of these people in their interactions with the hosting organisation and work team colleagues.

The code of conduct includes all these commitments of personal and professional behaviour that must be fulfilled by all the members of the organisation or sector, regardless of the position or function they occupy, and it is a reference guide to support everyday decision making. Its main target is to relate the mission, the values and the principles of an organisation with the rules that govern the professional and personal behaviour of its members.

On the other hand, a policy of integrity against corruption and bribery requires the adoption of a set of values, principles and practices to combat the execution of corrupt actions in favour of private benefits or against the common good.

WHY IS THIS IMPORTANT?

It is very useful for daily management of the organisation and stakeholder relationships, including with volunteers, to define what constitutes acceptable behaviour, to promote high standards of practice and to establish a framework for professional behaviour and responsibilities.

The code of conduct shall be binding on the EU Aid Volunteers and shall include:

Commitment to developing a sense of identity around the EU Aid Volunteers initiative and to contributing to its objectives.
Respect for other people and their dignity and respect of the principle of non-discrimination.
Respect of the humanitarian aid principles as referred to in the EU Aid Volunteers initiative.
Commitment to the safeguarding of children and to the protection of vulnerable adults, including through a zero-tolerance to sexual abuse.
Respect of local laws.
Integrity, anti-fraud and anti-corruption.
Maintaining high standards of personal and professional conduct.
Compliance with security and health and safety procedures.
Duty to report breaches and provisions for whistle-blowing.
Rules on contact with the media and information management.
Rules prohibiting the misuse of the organisation's equipment.

HOW TO IMPLEMENT IT?

Sending and hosting organisations shall agree on an integrity policy designed to prevent corruption and bribery and on a code of conduct based on the sending organisation's management policy that shall be suitable for and applicable to the volunteers; with guidance on expected behaviour, decency, awareness of the cultural context and integrity required throughout their participation in the initiative.

The contents and terms of the code of conduct have to include:

- foreword and recipients,
- ethical principles and behaviour. It has to answer general principles: honesty, anti- bribery, impartiality, fidelity, duty and responsibility, transparency, etc. Ethical rules toward others,
- implementation of the code,
- sanctions.



REMEMBER:

Any breach of the code of conduct by an EU Aid Volunteer shall be dealt with according to the sending organisation's management policy. If the breach is considered to constitute gross misconduct, it shall lead to early return of the EU Aid Volunteer and, if necessary, their conduct will be reported to any relevant professional or legal organisations or authorities.



CHECK LIST

Does the organisation have and apply the procedures in order to ensure the proper development of the deployment of the volunteers taking into account the specific terms of integrity and code of conduct?

- Organisation defines and agrees with the host organisation on the integrity policy designed to prevent corruption and bribery.
- Organisation has and applies a code of conduct that is suitable for and applies for the volunteers.
- Organisation ensures that volunteers know and understand the code of conduct and are aware of the consequences of the breach of it and gross misconduct.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, <https://www.icrc.org/eng/resources/documents/article/other/code-of-conduct-290296.htm>

European Consensus on Humanitarian Aid, http://ec.europa.eu/echo/who/humanitarian-aid-and-civil-protection/european-consensus_en

The Sphere Project. Humanitarian Charter and Minimum Standards for Humanitarian Response, <http://www.sphereproject.org/>

International transparency, <https://www.transparency.org/>

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Policy Guidance & Templates developed by Harris Voluntary Service, Code of Conduct Template, http://www.harrisvs.org.uk/home_htm_files/Code%20of%20Conduct%20Template%202013.doc

FOR MORE INFORMATION, PLEASE YOU CAN CONSULT:

Code of Conduct of GVC, http://www.gvc-italia.org/images/documenti/Codice%20Etico%20e%20di%20Condotta%20GVC%202016%20EN_1.pdf

11 Standard

PERFORMANCE MANAGEMENT





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Articles 19, 21 and 31, of the EU Implementing Regulation 1244/2014, and Article 7 of the EU Regulation 375/2014

WHAT ARE THE KEY CONCEPTS?

Monitoring of volunteers favours their integration into organisations. It is about establishing more or less formalised periodic actions (meetings, review of achievements, etc.), that accompany and promote the development of volunteers in the organisation.

Monitoring is a shared responsibility between the organisation and the volunteer. The organisation makes available to volunteers different channels of follow-up and, in turn, the volunteers express their concerns, their difficulties and their expectations.

To make the monitoring an effective process, it is necessary to:

- assign a person within the organisation as a contact person for monitoring. This person should exhibit a series of specific attitudes and skills such as listening ability, ability to motivate, ability to work in teams,
- define and agree, together with the volunteers, the channels of following up. For example: a monthly meeting, a meeting with the team, a questionnaire, etc.,
- assign a time for follow-up to be planned within the activities of the volunteer.

Monitoring should be done throughout the entire career of the volunteer in the organisation to accompany and support:

- the performance of the activities assigned to them: professionalism, motivation and commitment,
- the relationships established with the rest of the team, with the communities and with other local actors,
- achievement of learning outcomes in personal and professional development,
- compliance with the basic safety standards, code of conduct and regulations associated with the activities,
- the degree of personal satisfaction from the work that is done,
- the level of participation and adaptation in the organisation and / or community.

Volunteer evaluation will be covered in the follow-up provision. The evaluation has to be based on objective criteria and indicators established between the volunteer and the organisation, at the beginning of the collaboration period. The evaluation should serve to review the volunteer's performance, motivation and commitment, the appropriate working conditions, to suggest changes and reorient actions if necessary. Evaluation is an opportunity to improve the relationship between the volunteer and the organisation.

WHY IS THIS IMPORTANT?

The monitoring and evaluation of volunteer performance (process) is important both to know the situation of volunteers (the development of their activities, fulfillment of their expectations, etc.), to improve the processes and strategies of the organisation, as well as their own programmes.

Both sending and hosting organisations, which participate in the EU Aid Volunteers initiative, must develop a performance management system, based on performance objectives, expected outputs and results, to measure the progress and quality of the volunteer's work according to the task assignment.

Monitoring and evaluating the performance of each of the EU Aid Volunteers will be a continuous process throughout the entire volunteering period. The frequency of the follow-up actions will be agreed between sending organisations, host organisations and volunteers.

Evaluations should be carried out at least in the following phases:

- at the end of the apprenticeship placements (if they are carried out),
- depending on the length of volunteering, a mid-term evaluation will be carried out,
- at the end of their period in the country of deployment,
- during the final briefing.

Sending and host organisations should ensure that there are records of follow-up and performance evaluations of volunteers (in accordance with data protection standards), which demonstrate both the performance of volunteers and their contribution to the objectives of the project, and the overall purpose of the EU Aid Volunteers initiative.

The sending organisations will provide capacity building support for host organisations to measure progress, outputs and results in the light of the assignment of tasks of the EU Aid Volunteers initiative and its objectives.

HOW TO IMPLEMENT IT?

STEP 1:

The sending and hosting organisations must agree on a monitoring and evaluation procedure for volunteers. This procedure should define at least:

- Commitment of the organisations for the management of the performance of the EU Aid Volunteers.
- Definition of the roles and responsibilities of the sending organisation and the host organisation.
- People involved in the processes of monitoring and evaluation, and training actions that ensure that these people develop the skills and attitudes necessary to properly perform their work.
- Participatory methodologies to define the evaluation criteria for each volunteer (including the competence framework and learning and development plan).
- Channels of monitoring and frequency.
- Methodologies of evaluation and moments of realisation.
- Feedback for volunteers and teams involved in volunteer performance.
- Formats for data records.
- Use of information to improve the organisational processes, in particular for the implementation of the EU Aid Volunteers initiative.

STEP 2:

During the pre-deployment phase, both sending and hosting organisations, jointly with the volunteer, will define the learning and development plan, indicating the results of the training, according to previously assigned tasks and to the transversal, specific and technical competences established by the initiative.



STEP 3:

Prior to deployment, the sending organisation must designate a contact person who will be available throughout the deployment and who will maintain regular contact with the volunteer.

STEP 4:

The host organisation should designate one or more mentors, who will meet periodically with the volunteer to support them both in the performance of their tasks, their cultural adaptation, the development of their professional skills and the resolution of possible problems relating to the mission or of a personal nature.

The sending organisation should facilitate the provision of mentoring by working in partnership with the host organisation, strengthening its capabilities and tools to adequately carry out this process.

The designated mentor or mentors will base their support on the learning and development plan and the task assignment of the EU Aid Volunteer.

STEP 5:

Define a template for recording follow-up data.

- For example:

FOLLOW-UP MEETINGS WITH VOLUNTEERS IN THE FIELD	
DATE:	
COUNTRY:	
REPORTED BY:	
ATTENDANTS - VOLUNTEERS AND MENTOR (S)	
TOPICS DISCUSSED/INCIDENTS	
ASPECTS OF THE LEARNING AND DEVELOPMENT PLAN AND TASK ASSIGNMENT	
NEXT STEPS	

STEP 6:

Conduct periodic evaluations.

At the very least, an intermediate evaluation should be carried out. The mentor or mentors of the sending and hosting organisations, together with the EU Aid Volunteer, will make an assessment of the progress made on the agreed objectives, assignment of tasks and learning outcomes. For this, it is recommended to use the format of the learning and development plan, and to incorporate its results in the process of management of competences.

If the conclusion of the mid-term evaluation is that the volunteer displays insufficient results in any of the competences or the performance of his / her tasks, the sending and hosting organisations, by mutual consent, may decide to terminate the volunteer's collaboration. Organisations should be able to explain and justify any decision in this regard.

STEP 7:

Final evaluation during debriefing.

The sending organisation and the host organisation's line manager, together with the EU Aid Volunteer, will carry out a final evaluation of the achievements of the EU Aid Volunteer in the light of the objectives of their assignment of tasks and the development of competences according to the agreed learning outcomes. For this evaluation, it is recommended to continue using the format of the learning and development plan.

On the other hand, and taking into account the indicators mentioned in Article 7 of EU Regulation 375/2014, it is recommended that an evaluation is carried out to collect data on the specific contributions of volunteers to the objectives of the project and of the organisations, as well as the objectives of the EU Aid Volunteers initiative.

Particular attention should be paid to whether the EU Aid Volunteers:

- Contribute to increasing and improving the capacity of the Union to provide humanitarian aid.
- Improve the skills, knowledge and competences of volunteers in the field of humanitarian aid and the terms and conditions of their engagement.
- Build the capacity of hosting organisations and foster volunteering in third countries.
- Communicate the Union's humanitarian aid principles agreed in the European Consensus on Humanitarian Aid.
- Enhance coherence and consistency of volunteering across Member States in order to improve opportunities for Union citizens to participate in humanitarian aid activities and operations.

Here is an example of a format for collecting this data:

EU AID VOLUNTEERS MISSION REPORT	
PROJECT:	
DATE:	
COUNTRY:	
REPORTED BY:	
SENDING ORGANISATION:	
HOSTING ORGANISATION:	
DESCRIPTION OF TECHNICAL TASKS OF THE MISSION CARRIED OUT	
DESCRIPTION OF COMMUNICATION TASKS CARRIED OUT	
HOW DO YOU EVALUATE THE COORDINATION/CONTACT BETWEEN YOU AND THE SENDING/HOSTING ORGANISATION?	
DID ANY SUBSTANTIAL CHANGES IN YOUR INITIAL OBJECTIVES OCCURRED?	
WHAT WILL CHANGE THANKS TO YOUR VOLUNTEERING ACTIVITIES?	





HOW HAS YOUR INTERVENTION INFLUENCED/CONTRIBUTED TO SUBSTANTIAL CHANGES IN THE TARGET COMMUNITY?
DESCRIBE THE FINAL TARGET GROUP BENEFITING FROM YOUR VOLUNTEERING ACTIVITIES:
WHICH ARE THE PRODUCTS (DOCUMENTS, WORKSHOPS, ETC.) OR FIGURES OF YOUR ACTIVITIES SO FAR?
WHAT CAN BE DONE TO IMPROVE YOUR MISSION?
ATTACHMENTS (ACTIVITY REPORT, DOCUMENTS GENERATED, PICTURES, AUDIO-VISUAL MATERIALS)
OTHER COMMENTS

STEP 8:

The sending organisation shall keep the records of the monitoring and evaluation in accordance with European data protection standards.

STEP 9:

The sending organisation must communicate if the mission has successfully completed and if not, it must explain the reasons why.



CHECK LIST

Does the organisation have in place and implement procedures for performance management?

- It clearly defines the responsibilities of sending and hosting organisations, as well as the monitoring mechanisms of volunteers.
- Ensure that the host organisation assigns a person in charge of supervising the tasks of the volunteers.
- Participates in the supervision and management of the volunteer's performance throughout their mission.
- According to the duration of the mission, it proposes an interim review to assess the progress made in relation to the objectives, and to readjust if necessary.
- Participates in the final performance review to evaluate, at the end of the mission, the achievements of the volunteer, making sure to provide data that demonstrate the volunteer's performance.
- Integrates the results of the performance reviews into the learning and development plan.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?



ALIANZA POR LA SOLIDARIDAD HAS PRODUCED A WEBINAR ON THIS SUBJECT, IN IT YOU CAN FIND A STEP-BY-STEP GUIDE AND DETAILED EXPLORATION OF THE SUBJECT:

VOLUNTEER MANAGEMENT:

VIDEO: <https://youtu.be/VpZqJy9oNUM>

PRESENTATION: <https://volonteuropa.eu/wp-content/uploads/2017/01/Webinar-Volunteer-Management-ppt.pdf?95c7d6>

Follow-up meeting template, <https://volonteuropa.eu/wp-content/uploads/2017/05/FollowupMeetings.docx?b1922a>

You can consult The People In Aid Code of Good Practice, principle 2, page 10, <http://reliefweb.int/sites/reliefweb.int/files/resources/DA4AA643ACE54425C1256C6B003B903A-pia-code.pdf>



NOTES



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17 Standard

DEBRIEFING





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 23, of the EU Implementing Regulation
1244/2014

WHAT ARE THE KEY CONCEPTS?

Debriefing is the moment of disengagement of the volunteer with the organisation. It involves the completion of mutual obligations formally established in the contract. The completion of voluntary activity is part of the natural process of the volunteer management cycle, but it is important for the organisation, as well as for the volunteer, to have a space for joint reflection on the activities carried out, the learning and the aspects to be improved.

Debriefing meeting is useful for:

- Evaluating the process of the volunteer's integration in the organisation, from the beginning to the end of the project.
- Evaluating the personal and professional learning process developed by the volunteer.
- Performing actions to recognise the work of the volunteer (certifications, reports, etc.).
- Managing the closure of administrative and logistical processes, such as: annulment of volunteers insurance, request for delivery of equipment, documents and assets assigned from the organisation.
- Communication on the withdrawal to team members.

The ending of the volunteer placement with the organisation does not necessarily imply the cessation of all forms of relationship. Volunteers must be offered options to be able to remain linked to the organisation or activities, and if this is not possible, the relationship must be maintained through sending out bulletins from the organisation, requesting collaboration on specific occasions, etc.

WHY IS THIS IMPORTANT?

Carrying out the debriefing with the necessary structure and organisation allows the finalisation of the evaluation process of the organisation and of the volunteer's deployment. It also allows, through the dialogue between organisations and volunteers, to detect gaps and aspects to improve to achieve better results.

The EU Aid Volunteers initiative has established the need for a final debriefing to complete the volunteer's evaluation process, but it is mainly meant as a supporting space after their mission, as well as for guiding their future engagement in humanitarian aid-related matters.

It is recommended that every returning volunteer should have access to a performance evaluation report, both professional and personal, regardless of how long they have been overseas.

A typical comment of any returning volunteers, after having participated in a debriefing session, is that they were surprised by how valuable they found the opportunity.

HOW TO IMPLEMENT IT?

Sending and hosting organisations shall jointly decide on the content and process of the debriefing that shall be envisaged for all volunteers, including those returning prematurely. It may be helpful for volunteers to receive an informational program about the meeting, summary, topics, date, schedule and documents to work on.

The sending organisation shall provide the returned volunteer with timely personal or group debriefing. The sending organisation will provide the volunteer with feedback from the host organisation - both on the personal and operational level - related to the work performed, providing a sense of closure and reflection on the experience as a whole (see Performance management, Standard 13), and finalisation of the learning and development plan.

The sending organisation shall facilitate a post-deployment medical check upon return of the EU Aid Volunteer and offer psychosocial debriefing session and counselling support that the volunteer can attend on a voluntary basis (see Health and Safety, Standard 5).

Both organisations shall inform the volunteer on the opportunities to stay engaged in issues relating to humanitarian aid and active European citizenship, including promotion of and engagement with the network for the EU Aid Volunteers initiative. They will also invite the volunteers to provide their constructive feedback on the EU Aid Volunteers initiative, including explaining how their inputs can influence future placements.

CHECK LIST

Has the organisation organised briefings upon the return of volunteers?

- ✓ The organisation has decided (with the host organisation) on the content and process of the debriefing to be provided for all volunteers, including those returning prematurely.
- ✓ Provides the returned volunteer with timely personal or group debriefing, based on feedback from the host organisation and finalisation of the learning and development plan.
- ✓ Provides a post deployment medical check and informative and psychological advice.
- ✓ Draws (with the host organisation) the volunteer's attention to opportunities to stay engaged in issues relating to humanitarian aid and active European citizenship, including promotion of and involvement in the network for the initiative.

WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

EU Aid Volunteers Initiative Back to Base II Conference Summary, http://ec.europa.eu/echo/sites/echo-site/files/EUAV_report.pdf

THIS SECTION PROVIDES SERIES OF REFERENCES TO EXPLORE SPECIFIC SUBJECTS IN DETAIL:

Policy Guidance & Templates developed by People In Aid, Debriefing Aid Workers: A Comprehensive Manual, <http://www.psicosocial.net/grupo-accion-comunitaria/centro-de-documentacion-gac/areas-y-poblaciones-especificas-de-trabajo/desgaste-y-seguridad-para-activistas/466-people-in-aid-debriefing-aid-workers-a-comprehensive-manual/file>

"Coming Home" Training - A handbook for volunteer sending agencies, developed by Comhlámh: https://issuu.com/comhlamh/docs/comhlamh_coming_home_book_print

What Next Toolkit: (Comhlámh 2013) - This resource guides returnees through a process of reflection and discusses the possibilities for continued engagement on development issues back in Ireland, whether through activism, campaigning or further education: <https://issuu.com/comhlamh/docs/what-next-toolkit>



FOR MORE INFORMATION YOU CAN CONSULT:

Global AID worker, after you return, <http://globalaidworker.org/after-you-return/>

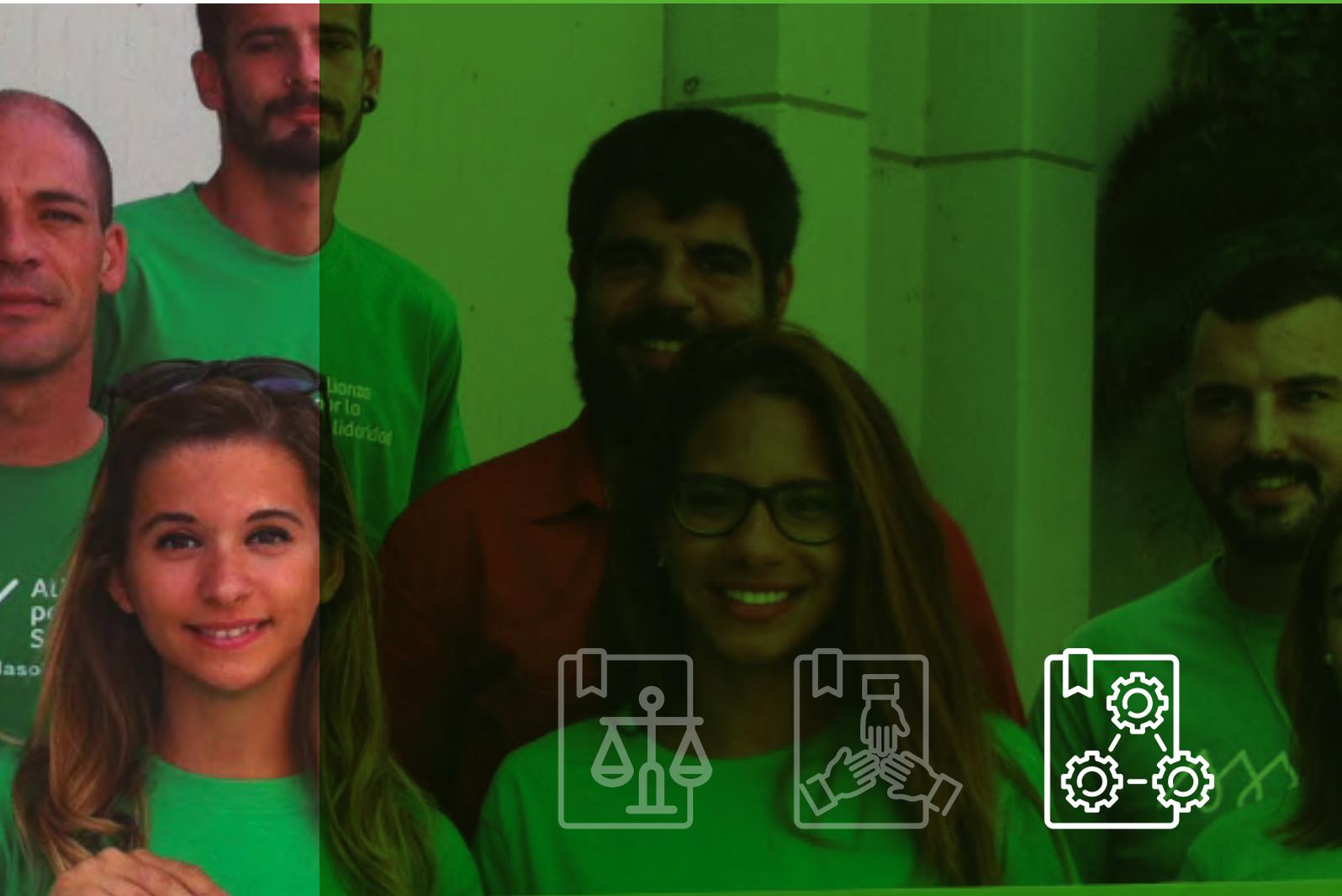
NOTES



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Standard 12

PROFESSIONAL AND SOCIAL RECOGNITION





REGULATORY FRAMEWORK OF REFERENCE IN EU AID VOLUNTEERS

Article 6 and 7 of the EU Delegated Regulation 1398/2014, in addition it can be useful to consult the article 6 and 17 of the EU Regulation 375/2014

WHAT ARE THE KEY CONCEPTS?

The defining characteristic of volunteering is that its contribution is supportive, altruistic, based on generosity and without economic or material consideration, even if the expenses occasioned by the performance of the action are reimbursed. Therefore, appreciation and recognition of this form of collaboration is among the obligations of organisations.

There is a great diversity of recognition modes within an organisation, which may be formal or informal. For example, at the formal level, volunteer participation channels can be promoted so that their voice is taken into account in decision-making, participate in training actions, deliver a certificate of their work, participate in commemorative events, etc. The informal level refers to day to day, small daily acts that value their contribution, such as the treatment they receive from work teams, integration into a task, etc.

It is important that the evaluation and recognition of voluntary action is socially visible, on the one hand, so that the volunteer receives gratitude for their contribution, and on the other to highlight the importance of citizen participation to achieve a better world for everyone.

WHY IS THIS IMPORTANT?

Recognition is a way of thanking volunteers for their work, but it is also a tool to integrate and motivate them to continue participating and getting involved in the solidarity actions carried out by voluntary organisations.

The EU Aid Volunteers initiative sets out two types of recognition:

- Professional recognition, which is done through the delivery of a certificate that accredits their participation and which may contain the results of your learning and development plan and competences.
- Social recognition, through giving visibility to their solidarity action. To this end, it has launched the "EU Aid Volunteers Network" and calls for communication actions to thank the volunteers for their support and to promote their commitment once their mission is completed.

HOW TO IMPLEMENT IT?

Each entity must find the most appropriate way of recognising volunteering based on their mission, values, organisational culture, etc. But you should keep in mind that recognition of volunteers is not only done at the end of their work, but must be an ongoing process involving work teams at all levels.

- Here are some examples:

<p>PROFESSIONAL RECOGNITION</p>	<p>Introduce the volunteer to the staff team at the moment of their incorporation, stating what their contribution will be.</p> <p>Integrate the volunteer into the professional actions of the team to which they are assigned: meetings, planning actions, definition and revision of work strategies, etc.</p> <p>According to the results of the intermediate and final evaluations, as well as the results of the development and learning plan, each volunteer should be given a certificate of participation, detailing the dates of their mission, their tasks and responsibilities, as well as their main achievements.</p>
<p>SOCIAL RECOGNITION</p> <p>Organisations use two key tools to carry out social recognition.</p> <p>These are main tools available to use regarding social recognition:</p> <ul style="list-style-type: none"> • Communication Plan of the EU Aid Volunteers initiative • The network for the EU Aid Volunteers initiative 	<p>Motivate the volunteer to write stories about their experience and post them on the web and share them on social networks.</p> <p>Conduct online and / or face-to-face meetings, with other volunteers or with other organisations, to exchange experiences.</p> <p>Create special sections in the organisational memory and on the website that highlights the importance of this group. Include examples, specific contributions, photographs, etc.</p> <p>Celebration of special dates: International Volunteer Day, celebration at the end of concrete projects, written congratulations, etc.</p> <p>Ask the volunteers for their ideas to define raising-awareness and dissemination activities to be carried out upon their return, and targeting European citizens so that they know the importance of the humanitarian action.</p> <p>Organise seminars, workshops, etc. in which volunteers can present their experiences, for example, to use the opportunity of the post-deployment meeting to to conduct a public event.</p>

CHECK LIST

Is the organisation committed to promoting social and professional recognition of EU Aid Volunteers?

- Makes sure that the volunteers receive professional recognition for their work through a certificate proving their successful participation in the initiative.
- Promotes social recognition through communication and dissemination of volunteers' work.
- The organisation has promoted social recognition linked to EU Aid Volunteers Communication Plan through engaging volunteers in external communications to publicise EU Aid Volunteers initiative.
- The organisation has publicised EU Aid Volunteers, especially highlighting the opportunities it provides for volunteers to remain engaged with issues relating to humanitarian aid and active European citizenship.
- The organisation has provided volunteers with opportunities to stay engaged with issues relating to humanitarian aid and active European citizenship.
- The organisation has a communication strategy developed promoting the identity and positive impact of EU Aid Volunteers initiative.
- Can provide other evidences: : EU Aid Volunteers local publicity event: brochures and images; local media outreach (potential interviews, provision of EU Aid Volunteers/human interest stories); volunteer testimonies in social media, newsletters, organisations' magazines.



WHERE CAN YOU FIND REFERENCES, EXAMPLES, OR GOOD PRACTICES?

You can see the Communication Plan of the EU Aid Volunteers initiative, https://eacea.ec.europa.eu/sites/eacea-site/files/euav_communication_plan_2016.pdf

Professional recognition, Youth Pass initiative, <https://www.youthpass.eu/en/youthpass/Certificate>, <https://www.youthpass.eu/downloads/13-62-214/website%20example%20certificate%20EVS.pdf>

SOCIAL RECOGNITION EXAMPLES:

Aid Volunteers blog with the volunteers' stories from the field, by Alianza por la Solidaridad, Volonteuropa, GVC and Hungarian HBAid: <http://www.aidvolunteers.org>

Live webinar "IVD: Life Stories" developed by GVC on the International Volunteering Day: <http://www.gvc-italia.org/images/feventi/GVC%20WEBINAR%205%20DECEMBER.pdf>

This document covers the Initiative EU Aid Volunteers and has been implemented with the financial assistance of the European Union. The views expressed herein should not be taken, in any way, to reflect the official opinion of the European Union, and the European Commission is not responsible for any use that may be made of the information it contains.



These guidelines have been developed within the framework of the EU Aid Volunteers initiative Technical Assistance project, led by Alianza por la Solidaridad, together with GVC, Volonteuropa and HBA.

The purpose of the guidelines is to provide assistance in the initiative's certification process, preparing and enabling organisations to participate with high level of quality standards as sending organisations in the EU Aid Volunteers initiative

EU Aid Volunteers

We Care, We Act

