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# «OPERATIONAL MANAGEMENT OF CSO ACTIVITIES»



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# ACCOUNT


- 1 Activities of the Non-Profit Organization
- 2 Social Capital and Communications in the Public Sector
- 3 Engagement and Work with Volunteers in the Public Sector
- 4 Legal Aspects of Activity in the Public Sector

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# Activities of the Non-Profit Organization





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## **ACTIVITIES OF THE NON-PROFIT ORGANIZATION**

Non-profit organisations are legal entities that are required to keep accounting records and submit financial statements in a generally established manner (there are no particular regulatory documents for accounting records by non-profit organisations).

Non-profit organisations are exempt from income tax.

Non-profit organisations can be VAT payers if they operate to supply goods or services in Ukraine's customs territory.


The primary documents, with the help of which the organisation carries out its activities:

1. STATUTE.
2. Activity Strategy
3. Organizational structure
4. Planning (work plan)
5. Policies of the organisation
  - procurement policy
  - personnel policy and procedures
  - business trip procedures
  - the organisation's property management policy and procedures
  - accounting policy of the organisation
  - financial management procedures

## **INCOME OF NON-PROFIT ORGANISATIONS**

The income of the non-profit organisation is:

- Targeted income (Money received for a specific purpose, for example, grants)
- Non-targeted income (Money received without any goals and conditions of their use)
- Other income (proceeds from the sale of own stocks, fixed



assets, manufactured products, purchased goods, % on bank deposits or account balances, etc.).

## **REPORTING OF NON-PROFIT ORGANISATIONS**

### **REPORTS SUBMITTED TO THE SFS BY NON-PROFIT ORGANISATIONS::**

Report on the use of income (profits) of a non-profit organisation - annual report.

- The report is submitted to the tax authority at the place of the NGO's tax address. The tax address for a non-profit will be his location recorded in the UDR (paragraph 45.2 of the Code of Civil Procedure).

- The report must be submitted within 60 calendar days following the last calendar day of the reporting year

2. Balance sheet and financial report, submitted in a single window to the Federal Tax Service and Statistics - annual report.

- together with the Report on the use of income (profits) of the non-profit organisation, it is necessary to submit the annual financial statements together with the Report.

- The NGO prepares and submits the so-called simplified financial report of the micro-enterprise (forms No. 1-ms, No. 2-ms), regardless of whether it meets the criteria of a micro-enterprise or not.

However (!) tax officials require non-profits, NOT micro or small enterprises, to provide full financial reporting –all five forms.

- prepare only annual financial statements and the NGO Report within 60 days.

3. Form 4-DF and Reporting on EUS - quarterly reporting

- The report is submitted when salaries and other payments are paid to employees, natural persons, natural persons under CPC



contracts, FOPs (for goods, works, services), self-employed persons (notaries, etc.)

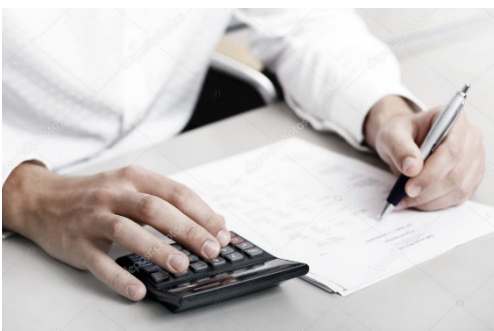
- When payments to individuals were not made (for example, there were no employees, and payments were made only to legal entities), an empty report was not submitted.
- All payments and assistance (in monetary and non-monetary form) for the benefit of individuals must be shown in the 4DF report (Appendix 4 of the consolidated reporting), even if it is not taxable.

#### 4. Statistical reporting

- submission of statistical reports is purely individual for each enterprise. It is necessary to check the existence of the obligation to report in the respondent's office (<https://statzvit.ukrstat.gov.ua>).


## FINANCIAL PLANNING OF NON-PROFIT ORGANISATIONS

Everyday work within the framework of statutory goals and implementation of projects and programs requires financial and other resources from the organisation. Financial management is necessary for successful operations, which begins with financial planning.



*Financial planning - determination of the necessary costs and income of the organisation for the successful performance of its functions, search for possible sources of financing.*

The basis of financial management is the **BUDGET**.



A budget is a financial plan that can help manage money wisely and spend money within the limits of the income received.

**CONTROL OVER THE BUDGET HELPS** identify deficiencies in planning or deviations from actual incomes/expenditures and promptly take the necessary measures to successfully continue the organisation's activities.

## **CLASSIFICATION OF EXPENSES**

**THE MAIN OBJECT** of analysis in the management process is costs.

### **THE MAIN TYPES OF EXPENSES OF NON-PROFIT ORGANISATIONS**

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## **CLASSIFICATION OF COSTS**



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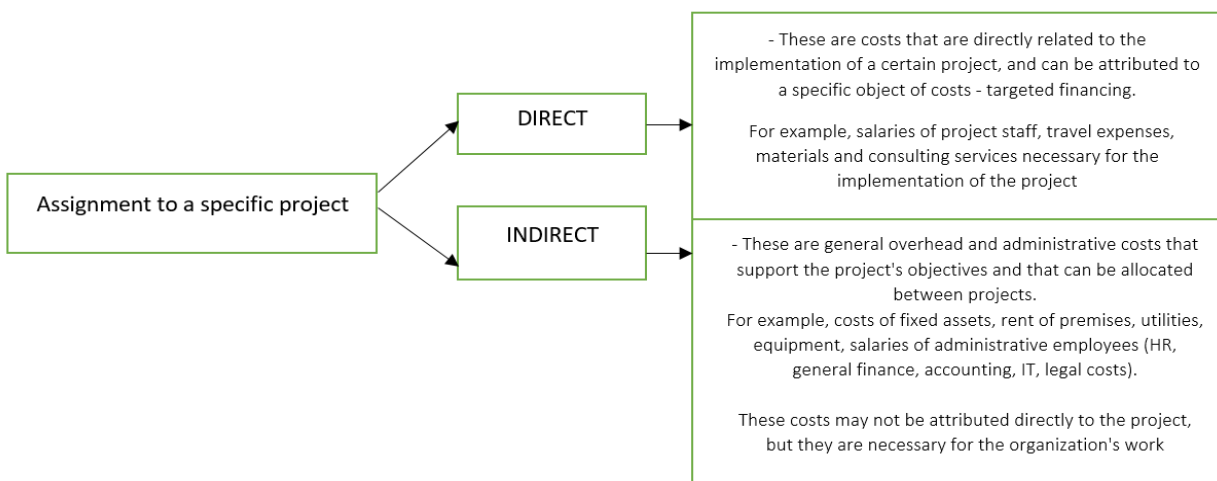
# THE MAIN TYPES OF EXPENSES OF NON-PROFIT ORGANISATIONS

## FUNDING PRINCIPLES

- Acceptable
- Approved by donors and benefactors.
- Related to statutory activities.
- Aligned with the policies, regulations and procedures of the organization.
- Appropriate and justified
- Accurately documented

## INADMISSIBLE

- Expenses that will not be reimbursed by donors because they do not meet eligibility requirements.
- Any expenses may become inadmissible if the organization does not follow the rules and requirements in the process of incurring expenses. For example, the purchase of goods (semi-finished goods) for a larger amount than approved in the budget, lack of documents, etc.)



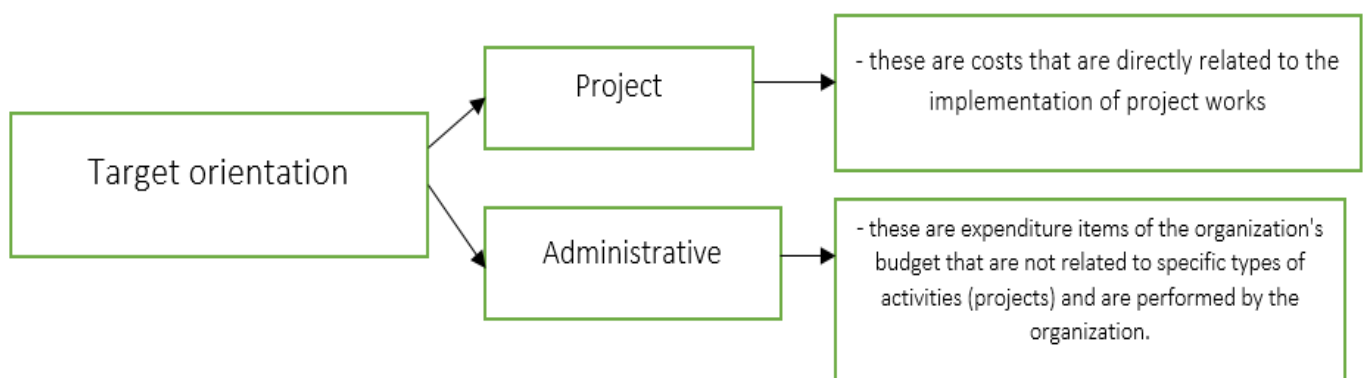
Costs uniquely identified with the target funding are direct costs within that funding, provided directly for it.

Costs that cannot be attributed to one or another project are identified as indirect costs. Allocation of indirect costs refers to costs that must be attributed to implementing specific projects.

The organisation must establish the principles of cost allocation.

*\* If the direct costs are the costs of two or more projects (for example, employee salaries, payment of consultants), their price must be allocated to the projects in proportion to each project (for example, time sheets).*

*\* If the direct costs are the costs of two or more projects that cannot be determined due to the relationship of the work involved, these costs may be allocated to the projects according to any other reasonable method and documented based on the manager's order.*



Administrative costs, sometimes called «indirect costs», are significant for successful project management, but these costs are sometimes or rarely covered by grants.

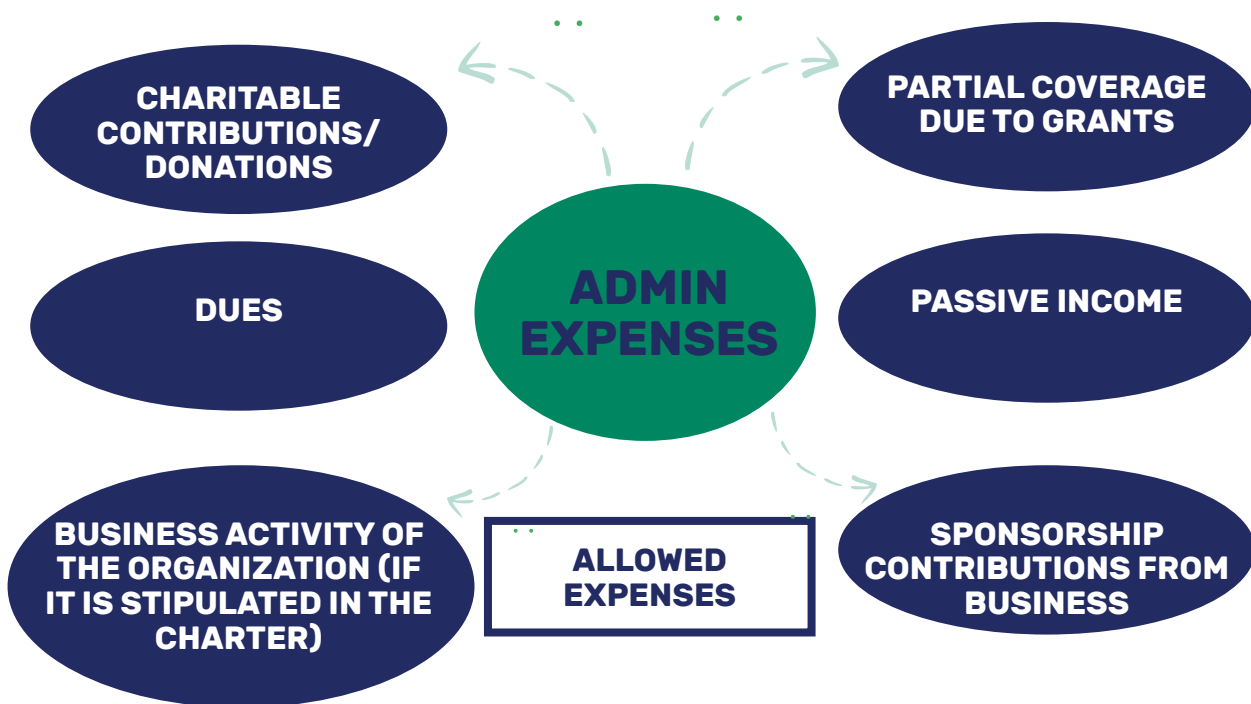
Many donor organisations do not finance administrative and overhead costs.

But no organisation can work without administrative costs. Some donor organisations understand this and offer support in long-term organisational development.

Financing administrative costs is a complex task that requires special attention from the organisation's management.

## **SOURCES OF FINANCING ADMINISTRATIVE COSTS**





- Compensation for employees working on the project of one donor will be considered permissible and justified if it is agreed in the budget (paid annual leave, insurance for employees, compensation upon dismissal).
- Taxes on employee benefits.
- Expenses for company cars, other than those used for personal expenses.
- Procurement of goods and services for the project.
- Advertising costs.
- Travel expenses.
- International business trips (upon agreement with the donor).
- Expenses for education and training for staff.
- Costs for the purchase of fixed assets.
- Audit costs.
- Other expenses.



- alcohol;
- bad debt;
- donations/contributions;
- amortisation costs for the main assets, the right of ownership of which belongs to the donor;



- entertainment expenses;
- fines and sanctions;
- goods and services for personal consumption by employees.

**THE FOLLOWING MAY BE PROHIBITED:**

advertising expenses;  
 fundraising;  
 administration of work with members of the Organization;  
 administrative costs.

*Financial planning is a strategic and operational process that involves the development of long-term strategic financing and the preparation of short-term budgets and forecasts.*

**BUDGET**

**WHAT IS**



This is the amount of funds the organisation plans to attract and spend for a specific purpose during a certain period.

**WHO NEEDS IT**



To the Supervisory Board (approves the budget and performs monitoring).

To the Executive Director (for research on financing and budget implementation).

To project managers (to monitor the implementation of activities within the framework of their projects)

Financial department employees (analysis and planning of funds in bank accounts).

Fundraising specialists (for preparing funding applications).

Donors (how the organisation plans to spend the received grant).

## TYPES OF BUDGETS

The main types of budgets are:

- **CONSOLIDATED BUDGET** – a budget that includes all categories of income and expenses for a specific period.
- **CASH FLOW BUDGET** – a budget showing the forecasted cash flow received or spent by the organisation each month. The primary purpose of this budget is to determine periods of shortage or surplus of funds.

## BUDGET STATUS


The central states of the budget are:

**BALANCED BUDGET** – shows that the expected financial resources are equal to the expected financial expenses, i.e.  $INCOME = EXPENDITURES$

**BUDGET DEFICIT** – shows that the expected income is lower than the expected expenses, i.e.  $INCOME < EXPENDITURES$

**BUDGET SURPLUS** – shows that expected income exceeds expected expenses, i.e.  $INCOME > COSTS$

The budget is a financial plan that shows the funding sources and the directions of their use to implement the project (project activity).



The main goal is to ensure the effective use of the received target funds for the objectives envisaged by the project.

## **BUDGETING RULES**

Basic rules of budgeting:

1. First, write a proposal for the project, and then sit down to write the budget.
2. Carefully read all the budget requirements of the donors who finance the project (they are different in each donor organisation).
3. The budget must contain realistic financial information; it is necessary to prescribe all the required details on the cost of services and goods and analyse market prices.
4. Determine the term of the budget.
5. Consider that delays in financing are possible.
6. Develop a simple budget form where you specify the necessary expenditure items on goods and services, prices and total cost.
7. Make a list of other sources of funding.

## **COMPONENTS OF BUDGETS**

### **1. Personnel:**

- **SALARIES & WAGES** (includes all workers involved in the implementation of the project, excluding those who provide services under the contract and consultants)

Employees implementing the project can be:

- those who constantly work in organisations (full-time) - full-time employees





- temporarily engaged for the project's duration (for this category, you must specify the share of work in per cent (%).)
- engaged under CPC contracts.
- Consulting and contract services (Consultant & Contract Services) (payments to employees hired under a contract (contract), as well as to consultants. Here you can determine the number of working days and the estimated amount of payment for one day)
- Fringe benefits (costs for additional employee payments (medical insurance, social benefits, etc.) and tax deductions to the budget).

**- NON - PERSONEL DIRECT COSTS**

costs of materials


- premises and communal services;
- rental and purchase of equipment;
- other direct costs.

**- INDIRECT COSTS**

**AN EXAMPLE OF A SIMPLE BUDGET**

|    | Article of expenditure                      | Number | Price/<br>cost | Amount,<br>UAH | Detailed description<br>of costs |
|----|---------------------------------------------|--------|----------------|----------------|----------------------------------|
| 1. | Salary                                      |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
| 2. | Taxes (EEA)                                 |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
| 3. | Contract services<br>(consultants involved) |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
| 4. | Event expenses                              |        |                |                |                                  |
|    |                                             |        |                |                |                                  |
|    |                                             |        |                |                |                                  |





|    |                       |        |          |  |  |  |  |
|----|-----------------------|--------|----------|--|--|--|--|
| 5. | Other costs           | direct | material |  |  |  |  |
|    |                       |        |          |  |  |  |  |
|    |                       |        |          |  |  |  |  |
| 6. | Purchase of equipment |        |          |  |  |  |  |
|    |                       |        |          |  |  |  |  |
|    |                       |        |          |  |  |  |  |
|    |                       |        |          |  |  |  |  |

**AMENDMENTS TO BUDGETS ARE ALWAYS AGREED WITH THE DONOR.**

## REPORTING AND SUPPORTING DOCUMENTS

### FINANCIAL REPORTING ON THE PROJECT

**REPORTING** is the primary way to show that the organisation met all the expectations of the donor organisation and correctly fulfilled all the conditions of the grant agreement.

### **SUPPORTING DOCUMENTS MUST BE SUBMITTED FOR EACH ITEM OF THE BUDGET.**

Below is a list of supporting documents required for reporting to the donor:

1. Bank statement for the reporting period or the entire project.
2. Financial report form (in Excel format and signed financial report)
3. Confirmation of receipt of donor funds (bank statement)
4. Art. «Salary»:
  - full-time employees - employment contracts or orders for acceptance, timesheets, payroll, payment instructions for payment of wages and taxes.
  - according to CPC contracts, CPC contracts are acts of completed work with an indication of all taxes and fees and payment instructions for paying wages and taxes.



5. Involved consultants (FOP) - contracts for the provision of work (contracts), invoices, acts of completed work, FOP registration documents, timesheet (confirmation of the number of working hours), and payment instructions.

6. Purchase of materials, goods, equipment stocks - supply contracts, invoices, invoices, registration documents of FOP/ LLC, payment instructions, TMC write-off acts, fixed asset commissioning acts, MNMA commissioning acts.

**EACH DONOR SETS ITS REQUIREMENTS FOR PROJECT REPORTING.**



Social capital and  
communications in  
the public sector





## POLIETUKHA IRYNA

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**GLOSSARY:** Social capital, stakeholder, memorandum

# INTRODUCTION

In the modern world, where interaction and cooperation are becoming critical components of effective social development, the role of public organisations is gaining particular importance. First of all, the success of public initiatives depends on two crucial factors: the development of social capital and mastery in the field of communications.

Social capital, as a set of relationships, trust and interaction in the community, determines the ability of organisations to combine and mobilise resources to achieve common goals. Its importance lies in substantial social capital enabling change and improvement initiatives.

On the other hand, effective communication is the basis of successful interaction with various stakeholders, including members of the organisation, partners, institutions, organisations, initiative groups in the community, etc. Skills in building strategic communication campaigns and listening and interacting





with different audiences become crucial to achieving positive change and securing support. This guide is designed to expand your knowledge of social capital and communications, provide tools to apply these principles in your community organisations, and thus support you in achieving your goals.



## **WHO IS THIS SOCIAL CAPITAL OF YOURS? A BIT OF HISTORY**

Social capital is the sum of relationships, trust, resources and connections between people, groups and communities. This concept reflects the ability of people to work together, cooperate, communicate and contribute to each other to achieve common goals and improve society. A high availability of social capital usually contributes to more effective functioning of communities and the achievement of positive changes in communities.

In the history of social capital research, many scholars and experts have made significant contributions to the understanding of this concept. Early research in this field focused on social relationships and interactions between people.

In the 20th century, researchers such as Pierre Bourdieu, who developed the concept of “symbolic capital” and linked it to the social structure of society, made an essential contribution to understanding social capital. Robert Putnam has also played an important role in studying social capital, focusing on its impact on community organisations and democratic processes. In more modern studies, Francis Fukuyama has expressed the idea of social capital as trust and a critical factor for the effective functioning of society and economic development. Also worth noting is Mark Granovetter, who explored the importance of weak ties in social capital, pointing to their importance for access to new information and opportunities.





In conclusion, social capital has many aspects, from interaction and trust between people to its influence on democracy, economy and social development. Understanding this term is essential for community activists seeking to improve their activities and impact on society.

The study of social capital in civil society, public administration and economy has attracted the attention of many scientists and experts. These scholars and experts, along with many others, have helped to clarify and expand the understanding of social capital, highlighting its importance in various areas of society and helping to develop strategies to improve cooperation, interaction and development.

## **CAN PUBLIC ORGANISATIONS DEVELOP THE SOCIAL CAPITAL OF THE COMMUNITY?**

Public organisations can play a vital role in developing and expanding the community's social capital. Here are some tools that can be used for this:

- 1 Organization of events that promote rapprochement and interaction between people in the community. This may include volunteer actions, joint meetings, cultural and sports events, and events for young people.
- 2 Networking and expanding partnerships with other public organisations, state institutions, businesses, and active citizens for joint projects and initiatives. This will help strengthen connections and expand the number of resources.
- 3 Involve the public and hold consultations, surveys, and dialogues with citizens, where their opinions and ideas are considered when making decisions. This contributes to increasing citizens' trust and involvement in the organisation's work.
- 4 Develop the skills of the target audiences of your projects. Organisation of educational programs and training that will

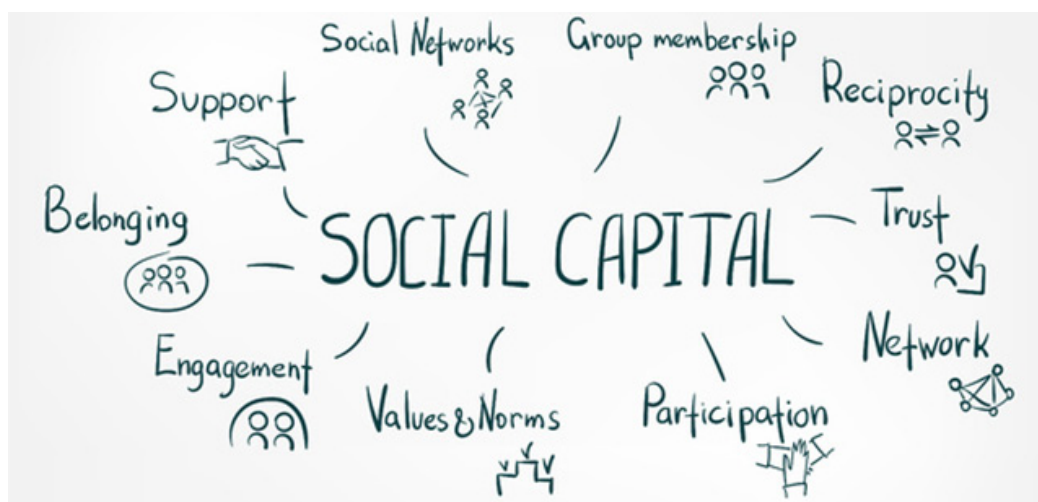


help citizens develop cooperation, leadership and practical communication skills. After all, any educational program can unite people into groups and new communities.

5 Use information technologies and the implementation of digital platforms and social networks to support communication, exchange of ideas, and increase access to information.

6 If possible, promote the emergence of new community spaces where people can gather and implement their events and activities. Also, please pay attention to the transformation of existing locations, premises, and spaces in your community, which could expand the spectrum of interaction between different social groups and meet their needs.

Such tools will help public organisations create favourable conditions for developing the community's social capital and increase the level of trust, cooperation and interaction, strengthening the community and facilitating the implementation of joint initiatives and projects.



## WHAT OTHER SOCIAL CAPITAL CAN PUBLIC ORGANISATIONS DEVELOP?

Community organisations can develop the personal social capital of activists by promoting their capacity and strengthening





their social ties within the team and externally. Here are some ways to implement this in the team:

- 1 Training and development. Organisations can provide activists with educational resources and training that help develop communication, leadership, negotiation and collaboration skills.
- 2 Facilitation of interaction. Organisations can create favourable conditions for interaction between activists, facilitating joint projects, meetings and exchanging experiences.
- 3 Involvement in decision-making. Activists' active involvement in the decision-making and planning process of the organisation's activities helps them feel like part of the team. It promotes the development of trust and cooperation.
- 4 Creation of a favourable environment. Creating an atmosphere of mutual support and recognition of activists' achievements in the organisation is essential, stimulating their activity and development.
- 5 Use of innovative means of communication. Introducing digital tools such as social networks, forums, and online communities will help activists maintain connections and communicate with like-minded people.

The development of activists' social capital will help them work more effectively in public organisations and increase their influence and ability to promote positive societal changes.

Below, we briefly present 20 ways in which you can develop the personal social capital of public activists:

1. Participation in joint projects with other activists.
2. Volunteer work and participation in charity events.
3. Implement programs to exchange experience and skills between activists.
4. Inviting other activists to speak at events and forums.
5. Conducting training and seminars aimed at developing com-





munication and leadership skills.

6. Formation of mentoring programs for newcomers to social activities.

7. Creation of joint online platforms for sharing ideas and experiences.

8. Organization of joint meetings and gatherings for activists from various fields of activity.

9. Regular exchange of information and news between activists through electronic means, messengers or offline.

10. Support of joint initiatives and projects with other public organisations.

11. Use social networks to increase the network of connections of activists.

12. Involvement of activists in working groups at self-governing bodies.

13. Organization of joint events and competitions, quizzes.

14. Cooperation with universities to involve students in public activities.

15. Cooperation with local media to publish activist success stories.

16. Interaction with local authorities to implement joint projects.

17. Invitation of experts and famous figures for lectures and discussions.

18. Conduct joint field trips and excursions.

19. Invitation of public activists to international conferences and forums.

20. Organization of joint actions and campaigns to solve current community problems.

These methods will help public activists expand their social ties, strengthen interaction and cooperation, and increase their personal social capital and influence in society.



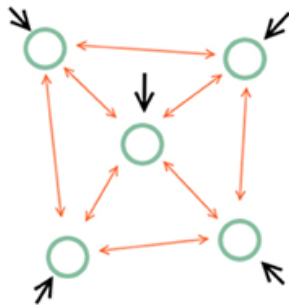


## Social capital

Two overarching conceptualizations

### Individual social capital

Also called network-based social capital

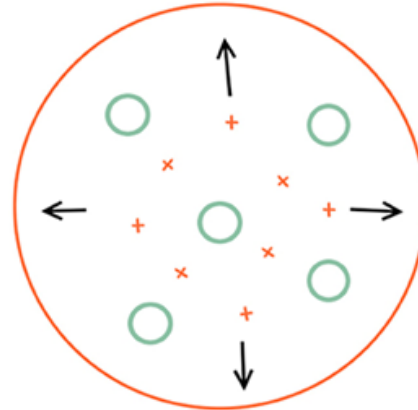


Social capital as resource embedded in ties

- Social capital as a benefit for individuals

### Collective social capital

Also called civic capital



Social capital as the sum of each individuals


- Individuals as a benefit for social capital

## WHAT ABOUT TRUST IN THE TEAM?

Here are 20 recommendations and examples of exercises and practices to help a community organisation team improve trust within the team and improve processes:

1. Create a shared vision: Hold a joint workshop where the team discusses the organisation's mission and goals and supports the creation of a shared vision.
2. Open exchange of information: introduce weekly meetings where team members share information about their projects, problems, and needs.
3. Search for common values: conduct a training where the participants identify their personal and shared values that unite the team.
4. Build trust: Host a team event where participants share personal stories of success and challenges.
5. Open Feedback: Create opportunities for open discussion of team trust and satisfaction levels.
6. Mutual support: Implement mutual support, where one team





member helps another to solve a problem, regardless of the division in which he works or the direction.

7. Joint causes: plan activities where the team will work together on a joint charity project.

8. Develop communication skills: Provide training to help the team communicate effectively.

9. Reflection: Hold regular reflection sessions where the team evaluates its achievements and identifies improvement methods.

10. Role-plays: hold role-plays, or forum-theatre, where participants will play different roles in a team to solve specific situations.

11. Establish standard rules: with the team, create rules for communication and cooperation within the organisation.

## **A LITTLE MORE ABOUT SOCIAL CAPITAL WITHIN THE TEAM**

Some practical recommendations for teamwork which can be extracted from the book “5 Mistakes in teamwork” by Patrick Lencioni:

1. Create a common goal. Define a clear and exciting goal to unite all team members and inspire them to work together.

2. Assign roles and responsibilities: Ensure that each team member understands their roles and responsibilities and has clear responsibilities for their activities.

3. Develop trust. Create an atmosphere of openness and mutual trust where team members can openly discuss their ideas and perspectives.

4. Resolve conflicts openly. Develop mechanisms for solving conflicts and problems within the team, stimulate open discussion and find compromises.

5. Do regular monitoring. Hold regular meetings to assess progress, identify issues, and correct the team’s course of action. These recommendations, suitable management methods, and an organisational model will help build an effective and friendly team that achieves high results and common goals




## HOW CAN PUBLIC ACTIVISTS AND PUBLIC ORGANISATIONS EFFECTIVELY USE PARTICIPATION IN FORUMS? THAT'S RIGHT - PREPARE FOR THEM!



We present a list of 20 recommendations on how to prepare for participation in industry conferences and forums effectively:

1. Find out the goals. Clearly state your goals and expectations for participating in the forum.
2. Study the program. Read the event program thoroughly and determine the sections and speakers of interest.
3. Register in advance. Ensure your participation by registering for the conference or forum in advance.
4. Create lists. Prepare lists of questions for speakers, participants and potential partners.
5. Develop your presentation. If you are speaking, create a compelling and meaningful presentation.
6. Schedule networking meetings—Pre-arrange meetings with important people for you.
7. Study the sponsors. Consult the list of sponsors, international development partners, and exhibition stands to identify valuable fundraising contacts.
8. Update materials. Review and update your profiles on professional networks and organisation websites.
9. Learn new technologies. See what new technologies are presented at the conference that can enrich your activities.
10. Learn the local features. Familiarise yourself with the cultural and linguistic features of the venue.
11. Organize materials. Prepare business cards, brochures and other materials for distribution.
12. Keep a schedule. Have the event schedule handy and check the time and venue.
13. Follow the dress code. Check the dress code of the event and follow it while participating.
14. Establish a connection. Provide access to the Internet and charge your devices.



- 
15. Prepare an elevator pitch. Make a short introduction about yourself and your organisation.
  16. Plan your free time. Take into account the free time for communication with new acquaintances and relaxation.
  17. Communicate and network. Be open to communicating with other participants and actively participate in discussions.
  18. Keep records. Make notes of important points and ideas for future reference.
  19. Rate the experience. After the event, analyse your experience and conclude future trips.
  20. Stay in touch. Contact the event participants on social networks and support their initiatives with likes, comments, and words of support.

## **ARE YOU TIRED OF ADVICE, OR CAN YOU TALK MORE ABOUT NETWORKING?**

Here are some more tips for effective networking:

1. Be open and friendly when communicating with others.
2. Listen actively and show interest in interlocutors.
3. Find out in advance about the participants and speakers of the event.
4. Use professional networks such as LinkedIn to meet other participants.
5. Anticipate possible questions for communicating with others in advance.
6. Be active at events and join discussions.
7. Show initiative and independence in communication.
8. Don't be afraid to approach new people and start a conversation.
9. Share your experience and knowledge with others.
10. Ask about the needs and interests of interlocutors.
11. Keep contacts and remember professional names.
12. Be grateful and show gratitude for new acquaintances.
13. Do not forget about the participants' cultural characteris-





tics and consider them in communication.

14. Be prepared for informal conversations and short breaks.
15. Follow agreements regarding meetings and communication with others.
16. Research major trends and news in your industry before a networking event.
17. Highlight the positive aspects of your activity and share them with others.
18. Observe etiquette in electronic communications and on social networks.
19. Do not forget about consistency when exchanging business cards.
20. Place current contacts on business cards and profile networks.
21. Express interest in partnering and collaborating with others.
22. Develop your “ hashtag ” to help identify your posts and publications.
23. Maintain relationships with old acquaintances and share discoveries with them.
24. Prepare questions for Q&A sessions and discussions.
25. Be polite and understanding when networking.
26. Expand your circle of acquaintances within and outside of your industry.
27. Take advantage of opportunities
28. Take advantage of online trends and networking connections.
29. Study the needs and interests of your partners to find common points of contact.
30. Communicate on professional topics and share new ideas.
31. Promote the exchange of experience and knowledge with others.
32. Invite participants to events where you speak or participate.
33. Use online resources to save and organise contacts.



34. Join professional communities and associations in your industry.
35. Do not forget a personal “thank you” after exciting meetings and communication.
36. Develop your public speaking and presentation skills.



## STAKEHOLDERS AND HOW TO BE FRIENDS WITH THEM

**A STAKEHOLDER** is a person, group, or organisation with a direct or indirect interest, influence, or interaction with a particular activity, project, or organisation. Stakeholders include all interested persons who may be in only one or several aspects of the activity or decision-making. Stakeholders can vary in nature and level of influence, including employees, customers, shareholders, partners, government agencies, community groups, and others. Interaction and effective management of stakeholders are critical aspects of strategic management and development of organisations and projects. It is accepted that the management of stakeholders and communication with them is the sphere of influence of the manager and leader. At the same time, individual episodes of interaction with them will be helpful for each team member and relate to different processes of the project cycle. This approach is the basis of all internal and external communications and relationships.

It would seem that why should you spend time and resources on stakeholder analysis? What will it give you?





- Effectively determine the strengths and weaknesses of other players and their capabilities.
- Timely assess risks and potential losses.
- Identify points of contact with others and build partnerships based on trust.
- Know and understand who you can turn to in crises and difficulties.
- Have a loyal personnel reserve.

Understanding the importance of stakeholders is a crucial aspect of successful community engagement. Real change in society is possible only when stakeholders - individuals, groups or organisations that can influence or be influenced by the results of a particular activity - interact and make joint efforts. The Stakeholder Importance Model is a tool that helps community activists identify and rank stakeholders based on their influence and interests. It becomes an essential basis for strategic planning and decision-making, allowing you to focus on those with a real relationship to the problem, challenge, topic, or project. The main stages of the model include identifying stakeholders, assessing their needs and expectations, and determining their level of importance. By addressing a wide range of stakeholders, community activists can better understand the real challenges and opportunities they face. Remember that the importance of stakeholders can change over time, and regularly updating the model is a crucial step to ensure the relevance and effectiveness of your efforts. Setting up relationships with stakeholders and considering their needs and expectations will help strengthen support and improve the effectiveness of your community initiative. This approach was proposed by Mitchell, Agle and Wood in 1997. If you are a project manager, you probably have more than once faced difficulties in choosing the right stakeholders and prioritising different communication needs. A materiality model can help you determine the level of importance to an organisation or program of various stakeholders. How are such significant stakeholders formed? The first is based





on assessing their three indicators: power, legitimacy, and urgency, that is, power, legitimacy, and urgency, respectively.

- Power – the stakeholder’s ability to impose his decision.
- Urgency – the need for immediate action.
- Legitimacy – appropriateness of stakeholder participation.

The model allows the team to determine the importance of this or that stakeholder. According to the definition of the authors of the methodology, the given scheme illustrates this model. Each circle represents power, urgency, and legitimacy stakeholders, forming seven distinct classes. According to the results of the assessment, stakeholders belong to one of the following types: Dormant: One who has power but not urgency or legitimacy. So, the team should be aware of them, even though there is no need to develop a separate plan for their communication needs.

Discretionary: It has no authority or urgency, but it is legitimate. Communication needs can take the form of requests for various details. Does not require special attention.

Demanding: the main feature is urgency; his requests must be satisfied when this stakeholder approaches you.

Dominant: this type of stakeholder combines power and legitimacy, and you must consider his communication needs.

Dangerous: It’s about a dangerous combination of power and urgency. This makes him especially important to the success of your project; his needs must be met.

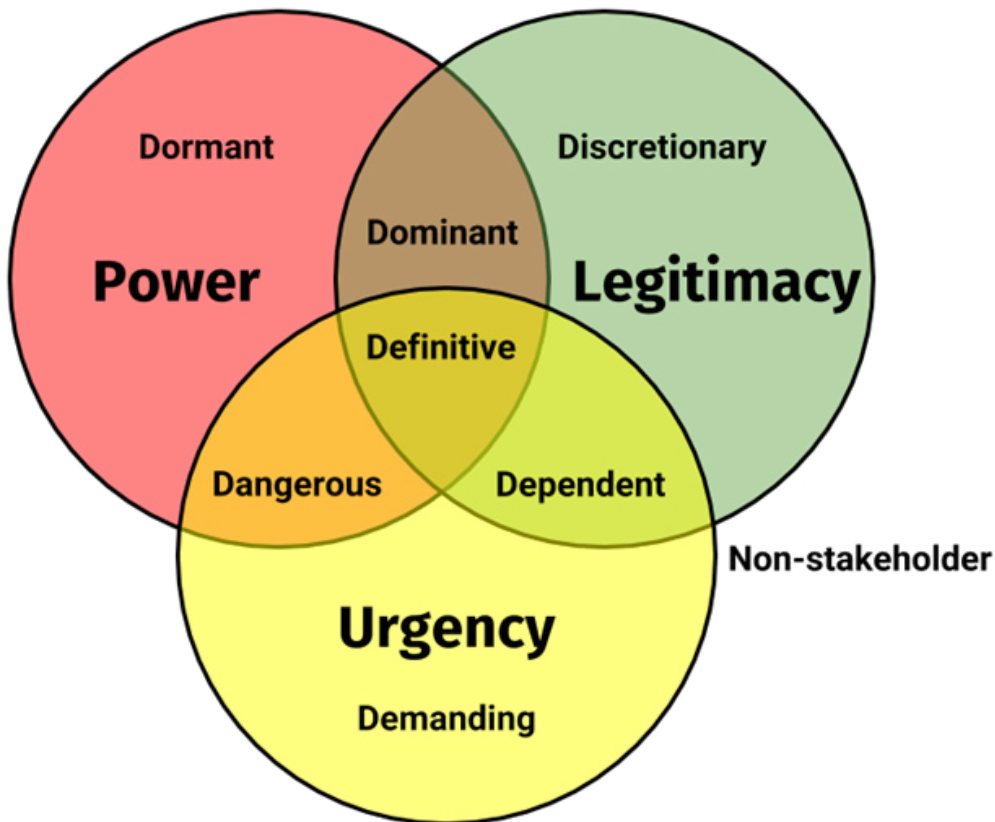
Dependent: although this stakeholder does not have the appropriate power level, it still combines legitimacy and urgency. We recommend you be in contact with him because his strengths can very likely be helpful for you to overcome organisational difficulties.

Decisive: in this type of stakeholder, the most critical area is the intersection of power and legitimacy; they are combined with the ability to get a reaction from the organisation (i.e. you) immediately; this type of stakeholder is the most critical, must always be informed, satisfied, involved.

The proposed model of significance takes into account only those stakeholders who have power, urgency and legitimacy.




Accordingly, it, in turn, excludes players who do not have any of these attributes and, therefore, reduces the noise level in the system.



## WHAT EXERCISES AND PRACTICES CAN BE USED TO IDENTIFY STAKEHOLDERS AND HOW TO INTERACT WITH THEM EFFECTIVELY?

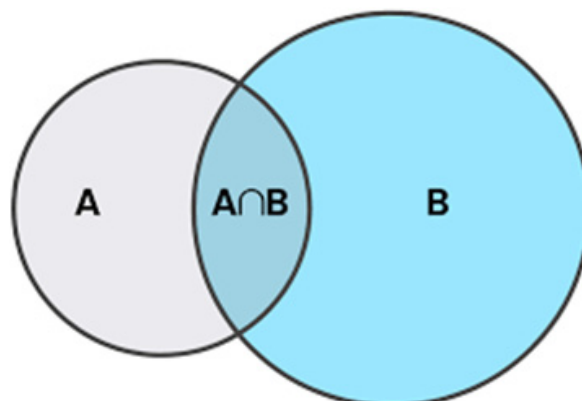
1. Map of stakeholders. Ask the team to draw a map on paper where they label the main stakeholders of the organisation and connect them with arrows to show the connections between them.
2. Roleplaying. Combine colleagues into groups that will represent different stakeholders. Ask them to discuss the needs and expectations of each party and suggest ways to interact.
3. SWOT analysis. Help colleagues conduct a SWOT analysis of stakeholders and identify strengths and weaknesses, opportunities and threats to cooperation.



- 
4. Group brainstorming. Put your colleagues into groups and give each group the task of brainstorming ideas for interacting with specific stakeholders.
  5. Interviews with stakeholders. Invite colleagues to conduct face-to-face interviews with stakeholders to understand their needs and expectations better.
  6. Round table. Organise a round table with representatives of various stakeholders to discuss common issues and possible ways of cooperation.
  7. Venn diagram. Ask participants to create a Venn diagram to identify overlaps between different stakeholders and areas of common interest.
  8. Rating of stakeholders. Ask participants to rank stakeholders based on their importance to the organisation and potential impact on achieving goals.
  9. Engagement schedule. Develop, together with the participants, a schedule for the involvement of stakeholders at various stages of the project or initiative.
  10. Action plan. Ask participants to develop an action plan for engaging with each stakeholder, considering their needs and expectations.

Such exercises and practices will help public activists understand their stakeholders better and identify common goals and effective ways of interaction to achieve successful results in their activities.

### **VENN DIAGRAM (SAMPLE):**





## HOW DO YOU FIX COMMUNICATION WITH PARTNERS?

Over time, some of your stakeholders gradually become partners of the organisation, its programs and projects. Your terms of engagement must be communicated and recorded by both parties.

The Memorandum and the Agreement on Cooperation are legal instruments that formalise joint activities and interaction between public organisations, charitable foundations, government and self-government bodies, other institutions and organisations, and communities. Despite certain similarities, they have essential differences.

### MEMORANDUM

A memorandum is a document that records the intention of the parties to cooperate or work together on specific issues or projects. It is usually informal and is used to express the general agreement of the parties without detailing the conditions and obligations traditionally included in contracts.

The main features of the memorandum:

**Intent or Agreement:** An MOU indicates the parties' intention to begin a collaboration or joint project.

**Informality:** This document may be less formal and binding than a contract and include general principles and objectives.

**Maybe unenforceable:** The memorandum may not provide specific obligations or consequences for its violation.

### AGREEMENT ON COOPERATION

A cooperation agreement is a legally binding document that contains details and conditions of cooperation between the parties. Its purpose is to determine the parties' rights, duties, and responsibilities, establish mechanisms for resolving disputed situations, and determine the terms of cooperation.





The main features of the cooperation agreement:

**Legal obligation:** The contract has legal force; the parties are obliged to fulfil their responsibilities by the terms of the document.

**Details and Responsibilities:** The contract defines the specific responsibilities of the parties, including financial, legal and other aspects of cooperation.

**Liability for breach:** The contract specifies possible consequences for violation of terms, including sanctions or compensatory measures. Understanding their purpose and diversity is essential to distinguish between a memorandum and a cooperation agreement. The choice between these forms depends on the degree of formality and legal obligation the parties wish to assign to their interactions.

## **COOPERATION WITH THE MEDIA: CRITICAL ASPECTS FOR PUBLIC ORGANISATIONS**

Public organisations today have a unique opportunity to attract public attention and influence global issues through collaboration with the media. Effective interaction with this segment of society becomes the key to success and raising awareness of your mission.

We are creating connections. Establishing partnerships with journalists and media organisations is a critical stage. Active participation in events and information openness contribute to establishing trust and interest.

Strategic planning of communications. Develop a communication strategy and identify key messages and target audiences. This approach helps ensure consistency and clarity of interaction with the media.

Press conferences and media events. Organising press conferences and briefings allows journalists to get detailed information and provides a platform for active interaction.

Effective use of social networks. Social networks are becoming a powerful tool for interaction with the audience. Regular up-





dates and interaction with followers contribute to spreading information and forming a positive image.

Expert content. Providing high-quality expert content (articles, interviews, analyses) allows you to become a source of authoritative information and increases interest from the media.

Crisis communication plan. Develop a plan for interaction with the media in crisis conditions. A quick and effective response to adverse situations helps avoid losing public trust.

Cooperation with the media requires a strategic approach and willingness to interact. It can be a powerful tool to spread your influence and celebrate community action to the masses.

## **PARTNERSHIP WITH AUTHORITIES AND SELF-GOVERNMENT BODIES**

The cooperation of public organisations with authorities and self-government bodies plays a strategic role in forming modern society and developing communities. This is important for achieving positive changes and improving the community's quality of life.

Partnership for Change. Cooperation with authorities and self-government allows public organisations to influence decision-making processes and policy formation to solve the community's needs.

Access to resources. Authorities have access to various resources that can be used to implement public organisation projects and programs. Cooperation creates mechanisms for attracting financing and infrastructure opportunities.

The voice of the community and youth. Civil organisations can be the community's voice in the authorities, indicating priorities, problems and needs. This allows for more effective representation of the community in decision-making.

Monitoring and control. Cooperation with the authorities allows public organisations to monitor and control the authorities' actions, which contributes to more transparent and responsible work of the authorities.

Expert contribution. Non-governmental organisations provide





authorities with specialist knowledge and experience in specific areas, facilitating informed decision-making.

Promotion of local development. The joint work of public organisations with local authorities contributes to creating conditions for balanced and sustainable development at the local level. Cooperation with authorities and self-government is a strategic step for public organisations in the direction of improving social and economic conditions, increasing the level of democracy and promoting the sustainable development of communities.

We are ensuring legitimacy. Cooperation with authorities can increase the legitimacy and recognition of public organisations in society, making them partners in solving critical issues.

Awareness raising and community involvement. Authorities have the potential to scale and disseminate information. Cooperation allows public organisations to attract the attention and support of the community to their initiatives.

They are promoting the development of civil society. The interaction of public organisations with the authorities supports the development of civil society, where various subjects work together to achieve common goals and protect public interests.

Advocacy and policy change. Civil society organisations can influence policy-making through advocacy campaigns and partnerships with authorities, promoting positive changes in legislation and programs.

We are increasing the level of trust and understanding. Interaction promotes mutual understanding and building trust between the public sector and authorities, contributing to more effective problem-solving and task performance.

Support of democracy and distribution of power and authority. Cooperation promotes the implementation of the principles of democracy and the distribution of power, ensuring more active participation of the community in making decisions that affect them. Cooperation with authorities and self-government is essential for creating effective and sustainable initiatives aimed at the common good and development of communities.





## **INTERACTION AND OPENNESS: PARTNERSHIP BETWEEN PUBLIC ORGANISATIONS**

The ability of public organisations to cooperate is based on interaction and openness. Interaction allows the sharing of resources, ideas and expertise supporting shared goals.

**Trust and responsibility.** The level of trust between public organisations determines social capital in partnerships. Accountability and commitment to shared goals are critical aspects of a successful collaboration.

**Exchange of resources.** The joint use of resources, such as information, finances, and technical support, contributes to the effective functioning and achievement of joint tasks.

**Shared responsibility.** Establishing joint responsibility implies that public organisations interact within the framework of projects, make joint decisions, and share responsibility for their implementation.

**Synergy and joint impact.** Collaboration allows community organisations to create synergy by combining their efforts to achieve a more meaningful impact on society and contribute to practical problem-solving.

**Collaborative interaction and networking.** Participating in joint initiatives expands social networks and creates opportunities for new connections that facilitate the exchange of ideas and resources.

**Mutual development of abilities.** Partnership promotes mutual improvement and development of the skills of public organisation members, increasing their effectiveness and influence.

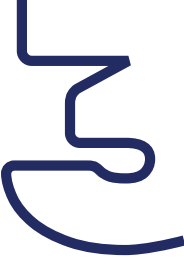
**Stability and adaptability.** Flexibility and adapting to change are essential aspects of social capital in a partnership context. Ensuring stability and adapting to new conditions helps keep the partnership at a high level of efficiency.

This guide is essential for community organisations to understand and effectively use social capital. We considered the key aspects of working with stakeholders, interaction and cooperation, and identified strategies for developing social capital and effective networking. We provided specific tools for expanding social influence.



Recruiting and working  
with volunteers in the  
public sector





## INFORMATION ABOUT THE AUTHORS

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Specialisation: volunteering and interaction between representatives of the authorities, the public sector and volunteers; youth policy.

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## GLOSSARY

A volunteer is a natural person who voluntarily carries out socially oriented non-profit activities by providing volunteer assistance.

Volunteer activity is a voluntary, socially oriented, non-profit activity carried out by volunteers through volunteer assistance.

Motivation (from the Latin movere) is an incentive to act; the dynamic process of the physiological and psychological plan governing human behaviour, which determines its organization, activity and stability; the ability of a person to actively satisfy his needs.





# INTRODUCTION

Guide «Attracting and working with volunteers in the public sector» aims to briefly and easily introduce interested persons to the topic of volunteering, focusing on finding and working with volunteers in the public sector. Public organisations, charitable foundations and other non-governmental organisations must attract additional specialists, assistants, and partners to perform certain functions. Working with volunteers is actually the demand of our time. The era of multi-tasking and multi-functionality, constant time constraints and deadlines, and the need for people with exclusive professional skills or, on the contrary, for people who can perform simple functions as quickly as possible are all realities of our lives. On the other hand, attracting volunteers to the organisation's ranks is also about increasing the organisation's recognition, searching for potential future personnel and fresh ideas, and developing the organisation.

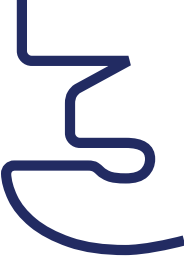
Systematic work with volunteers involves following certain rules, considering specific conditions, and understanding motivational processes; only then can it be fruitful. You will get acquainted with such intricacies of volunteer management and more in our guide. Here, you will find answers to the maximum number of questions that may arise when working or planning to work with volunteers, from the history of the term «volunteering» to the motivation of volunteers and evaluation of their activities.

Presentation of the material (questions and answers)

When did «volunteering» originate, and what did it mean?

People have been engaged in the activity that is now






called volunteering since ancient times. However, the term «volunteerism» in the modern sense of the word began to be used only in the 70s of the 20th century, when the International Association of Voluntary Efforts began to hold World Volunteer Conferences every two years. At such a conference in Paris in 1990, the General Declaration of Volunteers was adopted (revised in 2001 at the meeting in Amsterdam). It was determined that volunteering is the voluntary, active, joint or personal participation of a citizen in the life of human communities to improve the quality of life and economic and social development. The word «volunteer» comes from the French volontaire (volunteer), which, in turn, is borrowed from the Latin voluntarius (voluntas - free expression of will, volō - desire, intention).

When did volunteerism appear in Ukraine?

In Ukrainian lands, volunteerism has developed since the 19th century, when various public organisations were created that took care of hospitals for people with low incomes, shelters, and free canteens. Red Cross organisations were active, especially during the Russo-Turkish, Russo-Japanese and First World Wars. Volunteers also taught literacy (especially in western Ukrainian lands), created units of the Sobriety Society, and took care of homes for people experiencing homelessness. However, with the establishment of Soviet power, this movement collapsed and began to recover only from the end of the 80s of the last century.

However, in Ukrainian society, we see that the volunteer movement as a whole until 2014 developed relatively weakly compared to other countries. According to the World Giving Index rating 2010, Ukraine ranked only 150th (only 5% of the population was involved in volunteer work). But the Revolution of Dignity, the annexation of Crimea and the war in Donbas changed everything. These were significant milestones in the development of volunteerism in Ukraine. Perhaps the most





significant result of the Revolution of Dignity, in addition to the Ukrainians' awareness of the need to build a national state, was the volunteer movement's emergence - an essential component of civil society and the main driving force for reforming the country.

What is volunteering?

Volunteer activity is a voluntary, socially oriented, non-profit activity carried out by volunteers through volunteer assistance (Article 1 of the Law on Volunteering). In other words, volunteering is a voluntary, socially helpful activity of a person/group of people/organisations to solve or mitigate certain social problems or issues.

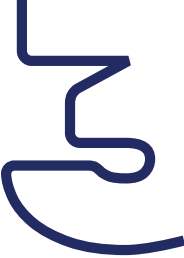
What is Ukraine's legislation on volunteering?

Legislation in the field of volunteering consists of the Constitution of Ukraine, the Law of Ukraine «On Volunteering» dated 19.04.2011 No. 3236-VI (as amended), other laws, international treaties, the binding consent of which was given by the Verkhovna Rada of Ukraine, and other normative - legal acts. The main approaches to volunteering are also formulated in the General Declaration of Volunteers, adopted at the XI Congress of the International Association of Volunteers (France, September 14, 1990, p.). The Universal Declaration of Volunteers supports the right of every woman, man and child to freely associate and volunteer without any discrimination regarding cultural or ethnic origin, religion, age, sex, physical, social or economic status.

Other documents that can help when considering volunteering issues can be:

- Law of Ukraine «On Charitable Activities and Charitable Organizations» (as amended) dated July 5, 2012, No. 5073-VI.
- Resolution of the CMU «On approval of the Procedure for providing volunteer assistance in certain areas of volunteer activity» dated August 5, 2015, No. 556





- Resolution of the CMU: «Some issues of payment of one-time cash assistance in case of death (death) or disability of a volunteer as a result of an injury (contusion, trauma or mutilation) received during the provision of volunteer assistance in the area of an anti-terrorist operation, implementation of measures to ensure national security and defence, repelling and deterring the armed aggression of the Russian Federation in the Donetsk and Luhansk regions, taking measures necessary to ensure the defence of Ukraine, protecting the safety of the population and the interests of the state in connection with the military aggression of the Russian Federation and another country against Ukraine, hostilities and armed conflicts » dated August 19, 2015 No. 604.
- Other acts of legislation.

What are the main characteristics of volunteering?

The main characteristics of volunteering are voluntariness, gratuitousness, and social utility.

Volunteers decide/apply to participate in a particular initiative voluntarily; coercion is not about volunteering. Volunteers are not paid for their work; only compensation for expenses related to the performance of their volunteer functions may be provided. Volunteers perform socially valuable functions and help people or a person, society. Volunteer activity should be aimed at mitigating or solving social problems. Volunteers do not wait for someone to solve their community's problems; they independently become drivers of positive changes.

What is volunteering for a person?

Volunteering is, first of all, an opportunity to influence what is happening around you, to change one's country/community, and to help people. Volunteers can initiate their projects or join existing ones. In addition to improving the lives of others and their own, a volunteer gets an opportunity to prove himself, gain new knowledge, skills and experience, meet interesting people, and much more.



## Who is a volunteer?



A volunteer is a natural person who voluntarily carries out socially oriented non-profit activities by providing volunteer assistance (Article 7 of the Law on Volunteering). In other words, a volunteer is a person who is willing to spend their energy, time and talent for the benefit of society or a specific person without expecting a reward.

## Who can become a volunteer?

Citizens of Ukraine, foreigners and stateless persons who are in Ukraine on legal grounds and can act can become volunteers. Foreigners and stateless persons carry out volunteer activities through organisations and institutions that involve volunteers in their activities, information about which is posted on the official website of the central executive body that implements state policy in the field of volunteer activities.

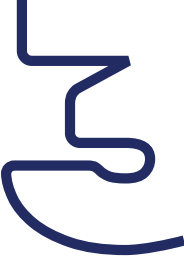
## At what age can I become a volunteer?

The Law of Ukraine «On Volunteering» stipulates that volunteering can be done from age 14, but this can only be done with the consent of parents (adoptive parents), named parents, foster parents or guardians. From 18, the decision to carry out volunteer activities is made independently. Minors cannot provide several volunteer services defined by law.

## What is a portrait of a volunteer?

Volunteer portrait – a description and characteristics of a potential volunteer who meets the goals and objectives of the volunteer project. A volunteer profile usually includes information about the potential volunteer's age, experience,





professional skills, personal qualities, and values.

Primary (not exclusive) competencies of the volunteer are required.

- desire to learn;
- the ability to work in a team and communicate;
- readiness to effectively and efficiently perform assigned tasks;
- executive discipline and understanding of tasks;
- basic computer knowledge (if provided by the program);
- knowledge of foreign languages (if provided by the program).

The criteria for recruiting volunteers varies depending on the field of activity to which the volunteers will be involved.

How much does a volunteer earn?

Volunteers provide their assistance free of charge. Organisations involving volunteers can compensate only those expenses related to volunteer activities (travel, food, etc.). Volunteers cannot (should not) be paid a fee/salary because, in this case, we are not talking about volunteering.

Why does the organisation need volunteers? In the example of a public organisation

Organisations need volunteers for:

- New forces, ideas, creative thoughts, views.
- Timely implementation of projects, optimal use of time and human resources (employees can share work, prevent professional burnout of employees, save resources).
- Wider coverage of target audiences (due to additional volunteer workers).
- Expansion of activities, initiation of new areas of work.
- Increasing recognition; more people will learn about the organisation and understand what it does (because volunteers tell others about the organisation).
- Continuation of the case, transfer of experience to others («followers»).



- Expansion of the range of beneficiaries (clients, target groups).
- Formation of a base of potential professional personnel.
- Reducing the workload on employees.
- Delegation of secondary matters, cases that do not require significant responsibility.
- Opportunities to be in several places simultaneously (employee and volunteer).
- Possibilities of a «fresh look» at a problem, activity, etc.



- Opportunities for employees to learn something new (exclusive volunteer competence, which other organisation members do not have).
- Increasing the image component and authority because the organisation that works with volunteers is «up-to-date» and «prestigious».
- Opportunities to do more new things (by freeing up additional time).

### Areas of involvement of volunteers in public organisations

Each organisation is looking for volunteers in the areas in which it works. For example, assistance to armed forces or internally displaced persons, people with disabilities, older adults, aid to animals, environmental volunteering, art, sports, tourism, etc. Volunteers can be explicitly sought to provide clearly defined help and services, solving a particular problem, or they can also perform various non-specific, uncomplicated functions in the organisation.

For example, several directions can be identified, in particular:



- Organizing and holding mass events in various fields (festivals, forums, etc.).
  - Organization and conduct educational events (workshops, trainings, seminars, etc.).
  - Help in writing project applications/translation of project applications.
  - Technical assistance to the accountant (input of necessary data, preparation of sample contracts, etc.).
  - Provision of professional consultations, including legal (Pro bono);
  - Communication with children, youth, other age, professional or social categories of the population.
  - Assistance in the production and design of printing materials and graphic design.
  - Distribution of printing materials.
  - Assistance to the PR manager of the organisation in the formation and distribution of information materials about the organisation, preparation of analytical articles, press releases, SMM management, etc.
  - Performing simple managerial and office functions (mailing, making calls, etc.).
  - Registration of event participants.
- 
- Carrying out technical work in the office (printing and duplicating materials, creating handouts, etc.).
  - Performing the functions of a photographer during organisation events.
  - Assisting the trainer in conducting training exercises with the possibility of conducting independent training.
  - Collection of funds at charity events (this function should be trusted only to experienced, proven volunteers).



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- Humanitarian volunteering.
  - Other activities and functions of a volunteer.

## Typologies of volunteering (types of volunteering)

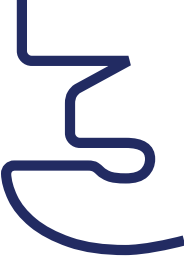
### By duration

- Short-term volunteering. In other words, situational, periodic volunteering, or «on call» from the organisation, etc. This is the provision of volunteer assistance for a short period (for example, once or several weeks). Usually, the volunteer clearly understands the start and end dates of volunteering and the scope of his duties.
- Long-term volunteering. Joining the work of the organisation on a systematic basis for a long time - more than a year. For example, specific volunteer projects that last more than a year or continue for a more extended period (sometimes throughout a person's life).

### By the number of people involved

- Individual volunteering. Individual volunteer activity is provided independently, without affiliation to a volunteer organisation or project. Individual volunteering is often provided irregularly and at the volunteer's discretion. For example, cleaning up trash during a vacation trip to the forest.
- Individual volunteering. A person volunteers independently. This can be as individuals working with the organisation (for example, providing administrative assistance in the office), or it can be independent of it (addressing aid to a family in need).
- Collective volunteering. Group volunteer activities, actions, and events in which several or many volunteers participate. An example is volunteering as an educator in the «PLAST» organisation: for four years, volunteers become coordinators of a group of teenagers with whom they conduct weekly classes.
- Mass volunteering. Involvement of volunteers in response to crises involves the participation of a large number of people in the role of volunteers. For example, floods, pandemics,






and demolition of rubble. Volunteers can work in groups independently, but their activities aim to solve a common problem.

#### By field of activity

- Social volunteering: providing volunteer assistance to vulnerable populations (for example, older adults and people with disabilities).
- Educational volunteering: providing volunteer assistance to educate and improve the knowledge and competence of a particular group (for example, conducting training on financial literacy or sexual education for teenagers).
- Military volunteering: volunteering to support the military and veterans (for example, organising volunteer teams that weave camouflage nets for the army or make trench candles).
- Medical volunteering: volunteer assistance in hospitals, pre-medical assistance during public events, etc.
- Religious volunteering: participation in volunteer projects at the church (for example, providing targeted assistance in the parish or organising a hot kitchen for the needy).
- Political volunteering: participation in volunteer projects together with political parties.
- Sports volunteering: participation in the organisation of marathons, races, and other sports events.
- Cultural volunteering: volunteer assistance in organising cultural and artistic events, festivals, concerts, etc.
- Youth volunteering: volunteer assistance in organising and conducting youth events.
- International volunteering: volunteer projects taking place in other countries. There are short-term (one or several weeks) and long-term (annual volunteer programs based on a particular organisation in one of the European cities).

#### By qualification and role in the project/organisation

- «Volunteer-assistant» involves volunteers providing non-



professional assistance to a more professional organisation or volunteer group. The roles and tasks of the volunteer are clearly defined and limited. For example, assistants will be volunteers involved in a cleaning campaign or registration of participants in a public event.

- «Volunteer-expert» - involves the temporary engagement of volunteers with relevant professional experience and skills to perform work that requires special knowledge and has a clearly defined time frame. This type of volunteering is often also called «Pro Bono help» (from «pro bono publico» - «for the public good»). This is the free provision of professional volunteer assistance to non-governmental organisations or volunteer groups (for example, providing legal advice, conducting thematic training, etc.).

- «Volunteer manager» - involves the involvement of volunteers in the role of coordinators of projects, initiatives or other volunteer groups. A volunteer is seen as an autonomous manager with clearly defined goals, rights and responsibilities. For example, such work can be performed by the event coordinator or the volunteer coordinator.

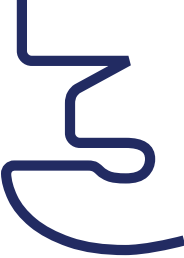
- «Volunteer-partner» - involves the participation of volunteers as equal players, sharing functions equally with other organisation members. Volunteers are considered, as are employees and other team members. They are independent in their work and can propose and implement their projects and ideas within the defined goals and tasks framework.

### Other types of volunteering

Corporate volunteering: joint volunteering activities of the organisation's employees, which the head or HR manager of the organisation usually initiates. An example can be when company employees organise a joint volunteer project or participate in a volunteer action together (for example, cleaning a park).

Seasonal volunteering: Volunteering that repeats annually,





depending on the season. For example, environmental awareness campaigns in the spring and the organisation of mobile canteens for low-income people in the winter.

Remote volunteering: volunteering that is provided remotely (online). For example, translating materials into different languages, developing poster designs for a specific initiative, etc.

«Silver volunteering»: volunteer activity of people of older and respectable age.

Family volunteering: volunteer projects and actions in which the whole family can participate (for example, cleaning the forest or planting trees in the park, in which both adults and children can participate).

School volunteering: participation in volunteer projects organised based on the school (for example, by the class teacher). Projects can be implemented based on the school itself (for example, projects on the implementation of waste sorting) and outside its borders (for example, a volunteer camp or an excursion).

What is the motivation of volunteers? How do we motivate volunteers?


Motivation has a leading place in the structure of personality behaviour. One of the main concepts used to explain motivation is activity in general.

Motivation (from the Latin *movere*) is an incentive to act; the dynamic process of the physiological and psychological plan governing human behaviour, which determines its organisation, activity and stability; the ability of a person to actively satisfy his needs.

Motivation is understood as a set of motivating factors that determine the activity of an individual; all motives, needs, incentives, and situational factors that encourage human behaviour, the process of forming a motive. Motivation pushes a person to perform a specific action according to the need.

The motivation of volunteers is one of the essential





components related to working with volunteers. Each volunteer who approaches the organisation and decides to join the organisation's activities is guided by certain motivational factors. It is essential to understand the motivational component of a volunteer - this will help avoid many misunderstandings and contribute to the volunteer's practical work in the organisation.

### Theories of volunteer motivation

Many theories of human motivation are pretty suitable for understanding volunteer motivation (A. Maslow's theory of needs, «X-Y-Z» theory, F. Herzberg's theory of two factors, and others). Let's analyse two other theories most suitable for interpreting the activities of volunteers in the organisation.

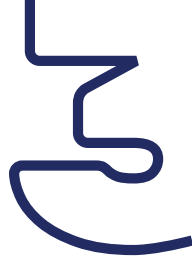
#### 1. Motivation of volunteers according to the theory of «altruism-egoism».

The theory of «altruism-egoism» was proposed by Western researchers A. Omoto and M. Snyder, who combined all motives into two groups. The first includes motives based on a sense of moral and religious duty, on the desire to help others. The second group consists of motives based on self-centeredness when people volunteer to obtain profit or some benefit for themselves. However, this should not be taken negatively. For example, among young people, the motive of acquiring new knowledge, skills and abilities is especially pronounced because, often, for them, volunteering is a direct path to future professional activity. Or the motive of self-improvement, self-affirmation, and self-respect, which is often dominant in deciding to become a volunteer/join volunteer activities. Knowing the leading motives of a person, it is possible to adequately choose incentives/incentives for his effective activity and his stay in the organisation as long as possible.

#### 2. Motivation of volunteers, according to David McClelland.

This theory is related to studying the influence of the needs of





achievement, participation and power on human behaviour.

- The need for achievement (success, result) manifests in a person's desire to achieve a goal more effectively than before. People with this need to work a lot and with high quality, but they do not like to share their work with others; they strive to get results individually. They are motivated by the achievement of success, the successful completion of the case and their contribution to it. They need a constant increase in the complexity of tasks, appreciate constant feedback on their personal development, and are ready to take risks to achieve goals.


Support of a volunteer with a pronounced achievement motivation: volunteers of this type are given individual tasks. It is necessary to say how important it is to the organisation and ensure that it is sufficiently complex and poses a particular challenge for the volunteer.

- The need for participation (involvement) is manifested in a person in the form of a desire for friendly relations with others. People with this need to try to establish and maintain good relationships and get support and high praise for their work from others; they are worried about what others think about them. They seek to be part of a group, enjoy working with others, try to avoid risks, and value symbols and rituals that symbolise unity within the group.

Support of a volunteer with a pronounced motivation to participate: volunteers of this type are assigned tasks to the team, and a sense of comfort in the team and a favourable social and psychological climate is essential for them. It is also worth holding team games and organising thematic events to support this motivation. Spending time together and gifting branded products (T-shirts, mugs, etc.) that unite participants is valuable.

- The need for power (recognition) is manifested in a person's desire to control resources, processes and people in the organisation. People with high motivation for power fall into two





groups: those who seek power for the sake of power and those who seek power for the sake of achieving the organisation's goal. These people seek to influence others, enjoy status and public recognition, actively participate in competitions and contests, and pay attention to feedback exclusively from management.

Support of a volunteer with a pronounced motivation from the authorities: volunteers of this type should be allowed to show themselves as a leader in front of everyone to note how well (they) worked. Public approval and universal awarding of a diploma «for a special contribution» motivates them the most.

To determine the type of motivation, you can conduct a psychological test to determine the diagnosis of the motivators of McClelland's socio-psychological personality activity. Information about the system of personal motivators can also be obtained from the volunteer questionnaire, which contains questions about the motivation system (if the organisation uses one).

It is worth noting that, usually, no person demonstrates exclusively one type of motivation but combines two or even all three types, but in different proportions. Usually, one of the directions dominates the others - it is the determining one. Knowing these differences, the organisation can skillfully support the motivation of each volunteer depending on the characteristics that he (or she) usually demonstrates.

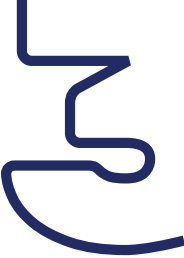
What should be considered in the process of motivating volunteers?

The coordinator of volunteer activities (if there is one in the organisation), the head of the organisation and its members, in the desire to motivate volunteers for further work, should:

To study the needs of volunteers to provide opportunities for their development and growth;

o monitor changes in volunteers' motivation to keep a «hand on the pulse constantly»;





to be interested in the results of volunteers' work, initiate periodic mutual presentations of work results between volunteer groups (having information helps to increase internal motivation);

- o monitor and evaluate volunteer activities with established feedback and teach volunteers to independently measure the degree of success and effectiveness of their work;

to develop a volunteer reward system;

to strengthen the interaction between the organisation's employees and volunteers (for example, holding events with the mandatory participation of employees and volunteers involvement of volunteers in the development of strategic documents);

to create a bank of volunteers' ideas;

- o motivate with knowledge (for example, training, participation in conferences, trips to exchange experience);

- o create opportunities for communication with new significant people and experts on various issues, providing access to new social groups;

to help in the organisation of leisure activities (volunteers have the opportunity to take part in the proposed activities and to initiate them, enlisting the support of the organisation);


to attract volunteers to new types of activities, meaningful projects and programs;

to create conditions for self-realisation and career growth (volunteers have the opportunity to try their hand at new kinds of activities to realise their skills and talents);

to attract volunteers in leadership roles to participate in new projects (in the process of work, volunteers acquire management, communication, and organisation skills);

- o, reward individual volunteers for the collective contribution of the group. In teamwork, people often feel their merits go unrecognised because organisations are more willing to recognise the group's successes. Therefore, it is sometimes necessary to recognise group members on an individual level;





to support a positive exchange of information between volunteers. Personal positive evaluations of volunteers' work by volunteers are an influential motivational factor. A corporate culture that supports the desire to give each other positive evaluations based on the results of each completed task increases motivation and work efficiency.

To inform the community about the merits of the volunteer. A letter of thanks is sent to the educational institution or enterprise in the volunteer's name. The results of his work and achievements are reported on the website or in the social network, on the honour board, etc.;

How and what to motivate volunteers? Shortlist

The organisation, analysing the type of motivation of the volunteer, selects exactly those motivational factors that are suitable for this volunteer, if possible and acceptable for the organisation.

Universal motivators can be, for example:

- New knowledge/skills (administrative, language, computer, practical communication skills, presentations and others);
- Possibility of gaining practical experience;
- Opportunity to attend events held by the organisation (conferences, seminars, trainings, etc.);
- Possibility of new acquaintances with exciting/famous/influential people;
- Ability to travel;
- Favorable socio-psychological climate;
- Comfortable working conditions;
- Opportunities for personal self-realisation;
- Achievements of various kinds (both of the organisation and the volunteer himself);
- Approval, recognition (of different kinds, from different people);
- Incentive measures (possibility of additional training, professional development, awards, corporate gifts);



- Organization of joint recreation for employees of the organisation and volunteers;
- Others.

## Recruitment of volunteers

To successfully find and attract volunteers, it is necessary to use a specific algorithm of actions. It is essential to outline the organisations and institutions where you can meet potential volunteers, define target groups, and choose the proper channels of communication with them, depending on their age, preferences, environment, etc. After determining the communication channel, it is also important to formulate the right messages to achieve the desired effect best - recruitment (finding, involvement) of volunteers. Based on all these data, a specific Strategy for attracting volunteers is formed.

## Where and how to find volunteers?

1. Organizations and institutions where you can meet/look for potential volunteers.

### Examples:

- Specialized volunteer chats, channels, sites;
- Bases of volunteers in public access;
- Social networks (video appeals, articles, messages);
- Mass media (addressing volunteers through mass media);
- International organisations of volunteer experts;
- Consultants, specialists (PRO-BONO);
- Clients, beneficiaries of the organisation;
- Other public organisations/charitable foundations;
- At events held by the organisation or those in which the organisation participates;
- Educational institutions (general secondary education institutions, universities, etc.);
- Libraries, clubs, circles;
- Employment centers;
- Former employees of the organisation who remained members





of the organisation;

- Deputies of local councils;
- Employees of local councils;
- Social workers;
- Relatives of employees;
- Others.

Some volunteer sites, chats.

<https://volunteer.country/> (Ukrainian Volunteer Service).

<https://uahelpers.com/> (UAhelpers).

<https://platforma.volunteer.country/> (Volunteer platform, Volunteering in Ukraine).

<https://t.me/VolunteerTalksLutsk> (TG channel, Ukrainian Volunteer Service, Lutsk).

## 2. Channels of communication with volunteers.

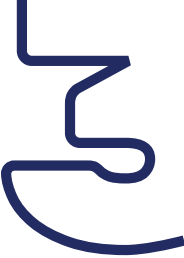
Communication channels are the place or way in which we reach out to our potential volunteers and invite them to join our initiative. Depending on which volunteer we are looking for, we should choose those channels where these volunteers are present.

- Video and audio appeals (television, radio);
- Social networks (video products, articles, posts, etc.);
- Thematic performances in educational institutions or other institutions;
- Presentations of the organisation for target groups (presentations at own events/ events held by other organisations);
- Distribution of the organisation's products, including printing;
- Other channels.

## 3. Types of communication messages.

The communication message is the main text that we want to convey to our potential volunteers. The communication message contains the announcement of our project, information about the volunteers' tasks and how to join the





project. The communication message should be attractive to potential volunteers and affect them emotionally.

The approximate structure of a communication message can be as follows:

- Lead (one or several sentences that will draw attention to the project/program);
- Content (information about the project and its benefits);
- Tasks (what will be the tasks for volunteers);
- Benefits/gains (what volunteers will get from participating in the project/program);
- How to apply for volunteers/how to get involved.
- Where you can learn more about the project.

What can be communication messages:

- Audio production;
- Video production;
- Graphic products (printing, infographics, etc.);
- Verbal production (during «live» communication or through posts, information, articles);
- Other products.

Communication channels and messages are formed based on a portrait of a potential volunteer. The process of attracting volunteers is similar to ordinary communication campaigns but has several features related to the essence of volunteering. In particular, this is a question of trust in the organisation, transparency of the project's purpose and goals, and «closeness» to potential volunteers.

For each group of potential volunteers, you must select a relevant communication channel and critical messages. For young people, this is, for example, social networks; for the older generation, it is turning to television or radio. For rural areas, a good option would be a printed poster placed in a store; for the city - a link to the QR code of the organisation's page in the social network is placed at the event.





## 1. Involvement of volunteers.

Candidates for volunteers can be selected on a competitive basis. In this case, the competition may be announced as necessary and consists of the following stages:

- announcement of a competition for the position of a volunteer;
- receiving and processing resumes of volunteers;
- conducting interviews with potential volunteer candidates;
- selection of finalists/candidates;
- Orientation of volunteers (briefing, introduction to the course of affairs);
- adaptation of volunteers.

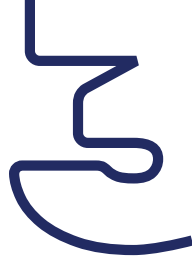
The recruitment and selection of volunteers can be carried out outside the competition at the organisation's decision, depending on the assigned tasks.

Does the organisation need a volunteer engagement strategy? Considering all the essential criteria for finding volunteers, the organisation can form a strategy for attracting volunteers. The strategy can be a separate document of the organisation and act as a guidepost. It can be developed specifically for each program and take into account its specific components.

An example of a narrow strategy (for the program):

1. We form the goal and purpose of attracting volunteers (before that, determine the volunteer profile).
2. We define the target group (groups) within which we will search for volunteers.
3. We determine the channels of communication with potential volunteers.
4. We form key messages for volunteers.
5. We interact with target groups.
6. We select volunteers.
7. We conclude a contract with volunteers (if the organisation and project provide for this) or verbally stipulate essential rules.
8. Enter data about volunteers into the volunteer database (if the organisation has one).





9. We define and form tasks for volunteers.
10. We develop and provide instructions for volunteers (if the organisation and project provide for this).
11. We implement measures for the volunteers' adaptation, support, approval, and motivation.
12. We control and monitor the volunteer's activity in the appropriate format (control of the process and result).
12. We evaluate the results of the volunteers' activities (we enter the evaluation results into the volunteer database if one exists).
13. We provide feedback to volunteers (constantly/periodically).

Does the organisation need a volunteer program?

Suppose the organisation starts a specific project or program or prepares for a large-scale event and plans to enlist the help of volunteers. In that case, developing a volunteer program that will regulate the volunteers' functions and actions is worth developing. Instructions for volunteers can become part of the volunteer program. A volunteer program is usually developed by a team of an organisation that needs volunteers.


The first question a project that needs volunteers poses is: why do I need volunteers? The answer to this question about the available human and material resources forms the structure and components of the volunteer program.

The volunteer program is a document that describes the main processes of working with volunteers in a project, organisation, or community.

Some components of the volunteer program:

- Purpose and tasks of the program;
- Internal policies on working with volunteers (if any);
- Volunteer profile and description of volunteer roles;
- Ways and tools of engaging volunteers;
- Ways and measures for volunteer adaptation;
- Ways and tools of volunteer motivation;
- Ways and measures to recognise the contribution of volunteers;
- Training program for volunteers;



- 
- Criteria for evaluating the work of volunteers;
  - Legal documents (agreement, parental consent);
  - Program budget.
  - Other components.

A program can also be developed and approved for a specific event. In such a program, it is worth noting:

- name of the program (project);
- date (term) of program implementation;
- roles in the program that are closed by the team (employees of the organisation and involved specialists (if provided));
- roles in the program that are not closed by the team (it is worth writing down the number of hours per day/week/month required to perform the roles);
- profile of volunteers needed by the organisation to «close» these roles;
- functions of volunteers in this program;
- typical instructions for volunteers in this program;
- tasks for volunteers in this program (assignment card);
- determination of communication channels with volunteers in this program, control mechanisms, and reporting;
- evaluation of the activities of volunteers in this program.

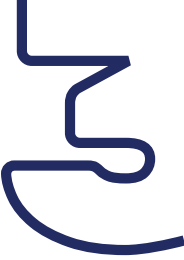
Volunteer management (cycle).

At the centre of any program is the volunteer management cycle, which consists of ordered stages of work with volunteers. Volunteer management aims to achieve sustainable results through cooperation with volunteers. It is based on three primary needs: the needs of the organisation that engages volunteers, the needs of the volunteer himself, and the needs of the community/target group for which the project is implemented.

At the heart of volunteer management is an understanding of the value and impact of volunteering and careful attention to what motivates and unlocks the potential of each volunteer.

The cycle of volunteer management is a holistic tool that allows you to plan and implement work with volunteers. The cycle





depicts the «path» of a volunteer in the organisation/program. It consists of 8 stages (according to different theories, the number of cycles and their name may differ slightly): planning, attraction, selection, adaptation, motivation, accompaniment and support, evaluation and recognition, and involvement in the volunteer work community.

1. Work planning (programs/events/initiatives). Planning is the stage from which work with volunteers for the organisation begins. At this stage, you need to form an understanding of:

- How many volunteers do we need?

- what volunteers should do and what functions to perform;

- who and how will coordinate work with volunteers;

- how much money and time should be devoted to volunteers;

- how will working with volunteers benefit our organisation, the volunteers, and the community/target groups?

2. Involvement of volunteers. At this stage, the organisation should form a description of a potential volunteer and plan and implement a communication campaign to attract volunteers (create an announcement about the search for volunteers and distribute it among potential volunteers in various ways). At this stage, you need to form an understanding of:

- which volunteer we are looking for, what he should be able to and know;

- which volunteer does not fit our organisation;

- what personal qualities and professional skills a volunteer should possess;

- through which communication channels and messages do we better «reach» potential volunteers;

- What exactly will the organisation tell the volunteer to choose?

3. Selection of volunteers. At this stage, the organisation must analyse the applications from potential volunteers, arrange interviews (if provided) and select volunteers who will be helpful to the organisation and benefit themselves. Selection can occur through the analysis of questionnaires and motivational letters, the performance of a test task, meetings, and interviews—an





example of a volunteer questionnaire

At this stage, you need to form an understanding of:

- how many volunteers we want and are ready to invite to the team;

- how to select those who will suit the team best;

- what tools we will use in the selection;

- whether additional meetings will be required;

- how the organisation will report the rejection.

4. Adaptation of volunteers. At this stage, volunteers need to feel comfortable and part of the organisation/team, talk about the organisation's history and values and provide all the necessary materials to fulfil their roles. To do this, it is possible to conduct briefings, informal get-to-know-you meetings, provide souvenirs, and conduct lectures and trainings. At this stage, you need to form an understanding of:

- how the organisation includes a volunteer in its life;

- what the volunteer should know and be able to do;

- what the organisation wants to know about the volunteer and what he should know about it;

- why the organisation should train the volunteer to make his work more effective;

- what skills, knowledge and competencies volunteers lack and how to acquire them;

- how a volunteer should act during volunteering;

- what documents the organisation should provide to the volunteer so that he feels confident;

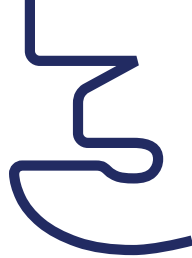
- does the organisation sign any official documents with the volunteer, and if so, which ones?

Adaptation tools: interview, information letter, briefing, memo, contract with a volunteer, and others.

According to some typologies, this stage (or the stage of accompanying volunteers) also includes (or separates) «training of volunteers». At this stage, you need to form an understanding of:

- why the organisation should train the volunteer to make his work more effective;





- what skills, knowledge and competencies do the volunteers lack;
- how the organisation will train volunteers.

1. Motivation of volunteers. At this stage, the organisation should analyse what benefits volunteers can have from participating in a volunteer project and support them in providing volunteer assistance. Usually, when volunteers join the project, their motivation is high, and in the process of activity, volunteers may encounter various situations, which may cause motivation to change. Therefore, the organisers must support the motivation of volunteers, investigate its change and create opportunities to implement volunteers in the project. At this stage, you need to form an understanding of:

- why volunteers join our project or organisation, what motivates them to do so;

- what the organisation can do to support the motivation of volunteers;

- what the organisation should stop doing in order not to demotivate volunteers;

- how the organisation will analyse whether the motivation of volunteers changes;

- how the organisation sets tasks so that the volunteer has the inspiration and energy to complete them;

- what the organisation can give the volunteer so that he has the desire to continue with it;

- What gifts, awards, and approvals do volunteers receive during volunteering, and how often should it be done?

1. Accompanying and supporting volunteers. Accompanying and supporting volunteers from the organisation helps them feel a constant connection with the organisation and more responsibility for what they do. Ongoing support will also be part of the work with the motivation of volunteers, which will help solve problems quickly and efficiently. At this stage, the organisers coordinate volunteers to assist, protect against burnout, resolve conflicts, and help volunteers realise themselves in volunteering. At this stage, you need to form an





understanding of:

how the organisation communicates with volunteers during events;

who from the team/organisation is responsible for coordinating volunteers;

how the organisation monitors the volunteer's mood and well-being;

how the organisation protects volunteers from burnout;

how the organisation resolves conflicts and crises.

7. Evaluation and recognition. Evaluation of work with volunteers is essential both for the organisation, which, thanks to feedback, will be able to improve the volunteer program and its work in general and for volunteers who need to understand whether their work was valuable and what results they and the volunteer team managed to achieve together. At the evaluation and recognition stage, the organisers sum up the results of the volunteer project, collect feedback, and recognise and reward volunteers who have joined the project. At this stage, you need to form an understanding of:

how the organisation evaluates the volunteer's work and works with him;

how the organisation sums up and thanks volunteers;

does the organisation issue diplomas/certificates to volunteers;

what meetings the organisation holds to celebrate results;

how the organisation says goodbye to volunteers.

8. Community involvement and long-term volunteering. After completing a volunteer program/project, it is essential to keep in touch with the volunteers to inform them of new volunteer opportunities. In this way, the volunteer will build trust in the organisation and join new directions and initiatives. Therefore, the last stage of work with volunteers is their involvement in the volunteer community organisation or city. At this stage, the organisation maintains contact with volunteers between actions and invites them to other roles: ambassadors, benefactors, experts, etc. At this stage, you need to form an



understanding of:

how the organisation communicates with volunteers between projects;

which communication channel the organisation uses to communicate with volunteers;

if the volunteer is not suitable for our organisation, which organisations can we recommend to him;

how the organisation maintains contact with those who were previously our volunteers;

Volunteers who are no longer ready to help the organisation actively for various reasons can be part of our project or at least be aware of what is happening.

Is it necessary to conclude a contract with a volunteer?

The Law of the Republic of Uzbekistan, «On Volunteering», stipulates that cooperation with a volunteer can be carried out with or without a contract. However, concluding a contract with a volunteer is a good practice that shows the organisation's serious attitude toward working with volunteers and the systematicity of such activities.

The contract makes it possible to clearly define the rights and obligations of the parties, as well as the tasks of the volunteer, allows the volunteer to be reimbursed for certain expenses without taxation, and serves as a confirmation of volunteering. According to Article 9 of the Law of Ukraine «On Volunteering», the conclusion of the contract is mandatory in the case of:

- provision of assistance in separate areas;
- to reimburse expenses related to the provision of volunteer assistance;
- if the volunteer wishes to conclude it.

The contract must contain:

- description of volunteer activity (task);
- period of volunteer activity;
- rights and duties;
- responsibility for causing damages;
- conditions for terminating the contract;





- The conditions and procedure for reimbursement of expenses related to the provision of volunteer assistance are determined by the first part of Article 11 of the Law on Volunteering.

A standard contract with a volunteer can be concluded based on the analysis of the volunteer's questionnaire and the volunteer's management/coordinator interview with the volunteer (or another authorised person - an organisation employee).

Examples of contracts (typical contracts) can be found here:

<http://surl.li/lyage> (Center for Democracy and Rule of Law);

<https://www.youtube.com/watch?v=qmxaBKL8Hzo> (webinar from the Center for Democracy and the Rule of Law);

<http://surl.li/lyamj> (National Social Service Service of Ukraine);

<https://befriend.volunteer.country/dogovir> («My phone friend», Ukrainian volunteer service);

<http://surl.li/ioinq> (Volunteer Management, Ukrainian Volunteer Service);

<http://surl.li/lyahu> (InstaDoc, document designer).

Volunteer database - what is it?

The database of volunteers is quite a helpful document/resource that an organisation may need if it periodically or permanently engages volunteers in its activities. Suppose the organisation keeps and constantly updates the database of volunteers. In that case, it not only simplifies the mechanism of finding volunteers and their involvement but also forms a potential base of beneficiaries and partners for the future.

The database of volunteers in the organisation can only be confidential (unless otherwise determined jointly with volunteers, for example - open databases of volunteers). This document may contain data about the volunteer (personal identification number, phone number, email address, social network link), information about when and for what work the volunteer was engaged, and other specific information, such as achievements, performance evaluation, features, motivation, etc. Transferring the database to other people and organisations is strictly prohibited, as this can undermine the organisation's authority and trust.

An example of volunteer database design (Appendix 2).



Career of volunteers. Is this possible?

Volunteering (especially long-term) often involves the volunteer's career growth. Most volunteers who spend some time in the ranks of a public organisation will want to feel that the tasks assigned to them become more important and meaningful to the organisation, and more trust and confidence appear on the part of the employees of the organisation.

Control ceases to be step-by-step, and the volunteer himself is entrusted with more creative tasks and tasks that involve coordination and supervision of a specific part of the project or the project in general.

The organisation can use the «Volunteer Career Ladder» mechanism for this.

Ladders of volunteer growth:

- Trainee volunteers (up to 30 calendar days);
- Active volunteering (involvement in work in the organisation on a systemic basis);
- Volunteer coordinators (assigned to coordinate parts of projects, programs or entire projects and programs);
- Employees (transfer of volunteers to employees of the organisation, attracting resources to pay for work, if possible).


Is it necessary to evaluate the effectiveness of volunteers and how to do it correctly?

Any work must be evaluated, including the work of a volunteer. This is necessary for the organisation and the volunteer to understand how well they perform their duties and what needs improvement.

Any volunteer activity is reviewed by a responsible employee of the organisation on a systematic basis, depending on the volunteer's level of involvement in the organisation's activities. It is essential that the evaluation results of the volunteer's activity are briefly recorded in the Volunteer Database and communicated to the volunteer himself in writing or verbally. In this assessment, it is essential:

- analysis and evaluation of the volunteer's activity for the period since the last evaluation;
- determination of strengths and weaknesses of the volunteer;

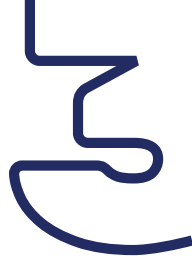


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- Provide comments on further professional and personal development of the volunteer.

Each of the evaluation methods that can be used by the organisation in its activities has its characteristics, advantages, disadvantages, and limitations. To adequately evaluate a volunteer's contribution to the work of the organisation and the functions performed by him, the organisation can use the following evaluation methods:

- Survey (a method of collecting information about the researched object (program, project, certain functions, results) during direct (oral survey, interview) or indirect (written survey, questionnaire) communication between an employee of the organisation and a volunteer.
- Questionnaire, written survey (a method of obtaining information through written responses of volunteers to a system of standardised questions on pre-prepared questionnaire forms).
- Interview, oral survey (a conversation built according to a specific plan) carried out through direct contact of the interviewer (responsible in the organisation) with a volunteer with a mandatory recording of answers.
- A written report (a written report on the performance of specific work assigned to a volunteer. It may have a particular standardised nature (report form) or be performed in an arbitrary format).
- Meetings (a form of implementation of management decisions, the content of which is the joint work of a certain number of participants in management activities. Volunteers are called to meetings, where they are asked questions about their work, and they talk in an accessible format about the results of their work).
- Testing (a research method that compares the levels of mastery of any activity (if we want to follow a particular process, its results, the acquisition of specific skills, etc.). It can be used to find out the attitude of a volunteer to something, to the performed activity, etc.).





- Observation (a research method in which a volunteer's behaviour and actions are studied directly in the conditions in which they occur in real life. Based on the observation, conclusions are drawn about certain shortcomings and successes in work. The observer must be professional and objective).

Organisations and institutions that involve volunteers in their activities (ZU «On volunteer activity»).

Have the right to:

- Carry out activities with the conclusion of a contract on conducting volunteer activities with a volunteer or without such a contract. The conclusion of the contract is mandatory if the volunteer so wishes;

- independently determine the directions of volunteering;

- issue certificates to volunteers certifying their identity and the type of volunteer activity within the organisation;

- reimburse volunteers for expenses related to their provision of volunteer assistance (reimbursement of travel, meals, if the volunteer works beyond the specified time, etc.);

- to train volunteers;

- ensure the life and health of volunteers for the period of their volunteering by the Law of Ukraine «On Insurance»;

- invite foreigners and stateless persons to carry out volunteer activities on the territory of Ukraine; send Ukrainian citizens abroad to carry out volunteer activities;

- acquire other rights provided by law.

Obliged:

- to provide volunteers with safe and healthy conditions for volunteering;

- to train volunteers;

- provide volunteers with reliable, accurate and complete information about the content and specifics of volunteer activities;

- to provide free access to information related to the implementation of volunteer activities by organisations and institutions that involve volunteers.





The following are responsible:

If they conclude a contract on conducting volunteer activities or a contract on the provision of volunteer assistance, the relevant organisations and institutions shall compensate for direct damages caused by them in the event of unilateral termination of the relevant contract if the contract stipulates this;

if foreigners and stateless persons are involved in volunteering, within five working days from the moment of such involvement, the central body of the executive power, which implements the state policy in the field of volunteering, is informed of this in writing;

Supposing foreigners and stateless persons are involved in volunteer activities, if a foreigner or a stateless person terminates volunteer activities within five working days, In that case, the central executive authority, which ensures state policy implementation in the migration field, is notified. Rights and responsibilities of volunteers (ZU «On volunteer activity»). The volunteer has the right to:

Proper conditions for performing volunteer activities, in particular, obtaining reliable, accurate and complete information about the procedure and conditions for conducting volunteer activities, provision of unique means of protection, equipment and equipment;

crediting the time of volunteering to educational and industrial practice if it is completed in the direction corresponding to the speciality received, with the consent of the educational institution;

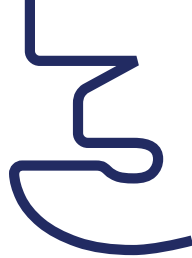
reimbursement of expenses related to the implementation of volunteer activities, provided for in Article 11 of the Law «On Volunteer Activities»;

other rights stipulated by the contract on conducting volunteer activities and legislation.

The volunteer is obliged to:

Faithfully and timely fulfil the duties related to the implementation of volunteer activities;





- in cases defined by legislation, undergo a medical examination and provide a health certificate;

- if necessary, undergo further training (retraining);

- prevent actions and deeds that may negatively affect the reputation of the volunteer, organisation or institution based on which volunteer activities are carried out;

- comply with the legal regime of information with limited access;

- in the case of concluding a contract on conducting volunteer activities and unilaterally terminating the contract at the initiative of the volunteer to compensate for direct damages caused by him, if this is provided for in the contract;

- compensate for property damage caused by his volunteer activities by the law.

Some ethical issues and handling of conference information

For the organisation, during periods of work with volunteers, it is also essential to have answers to the following questions:

- What should the organisation know about volunteers, and what should they know about the organisation?

- How and how much to attract volunteers to the activity? Access to what information to provide?

- What documents related to the organisation's activities should be shown to volunteers?

- whether the organisation will acquaint volunteers with ethical rules/code (if the organisation has such);

- decide on the establishment of restrictions and personal frameworks, for example, from what time and until what time you can make calls, who exactly to call, weekend calls, etc.;

- agree on the use/non-use of personal data and their processing;

- study of social networks of volunteers to check their contiguity with the principles of the organisation's work, its values, ethical norms, etc.;

- Consider the maximum safety risks and threats and understand how to avoid/impossibly/reduce them.





# APPENDICES



## Appendix 1 (volunteer questionnaire)

### VOLUNTEER QUESTIONNAIRE

Code \_\_\_\_ m. \_\_\_\_\_ «\_\_\_\_\_» \_\_\_\_\_ 20\_\_\_\_ year

Name:

Name:

Address of residence:

E-mail:

Contact phone number:

Links to social networks:

Date of birth:

1. Are you studying?

a) yes

b) no

If you answered yes, fill in the following items:

name of the educational institution: \_\_\_\_\_

\_\_\_\_\_

address of the educational institution:\_\_\_\_\_

faculty/course/group/:\_\_\_\_\_

2. Do you work?

a) yes

b) no

If you answered yes, fill in the following items:

name of the organisation:\_\_\_\_\_

office address

SS:\_\_\_\_\_





-----  
 -----  
 position: \_\_\_\_\_  
 -----  
 type of work: \_\_\_\_\_  
 -----  
 -----

If you answered no to both questions above, please indicate whether you are:  
 minor (from 14 to 18 years old)  
 unemployed \_\_\_\_\_ pensioner \_\_\_\_\_  
 other \_\_\_\_\_  
 er \_\_\_\_\_  
 -----

3. Have you been involved in volunteering before?

- a) yes
- b) no
- c) it is difficult to answer

If so, please write what you did as a volunteer  
 -----  
 -----  
 -----

4. Why do you want to become a volunteer?

- I want to do something;
- I want to meet and communicate with people;
- I want to fight for something special;
- I want to do it for my pleasure;
- I want to develop new skills;
- I want to help people who need it;
- I want to gain experience;
- I want to influence people;
- I want to achieve something;
- other \_\_\_\_\_



5. Which volunteer work would you prefer?

- individual work;
- work in pairs with one other person;
- group work, collective work;
- assistant work in the office;
- special work to be performed at home (remote);
- other \_\_\_\_\_

6. How many hours are you willing to devote to volunteering?

-----  
-----  
-----

7. How often are you ready to join the organisation's activities as a volunteer?


- several times a week;
- once a week;
- several times a month;
- once a month;
- your option \_\_\_\_\_

8. What are your interests and hobbies?

-----  
-----  
-----  
-----  
-----  
-----  
-----  
-----  
-----  
-----

9. How did you find out about our organisation?

1) friends, acquaintances; 2) the press; 3) radio, television; 4) social networks



and other sources (what exactly)? \_\_\_\_\_  
\_\_\_\_\_

10. Your education:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. Briefly describe yourself, including your strengths and weaknesses:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

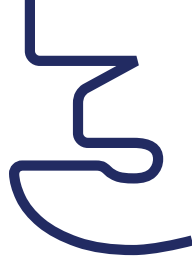
12. In what direction would you like to work in our organisation as a volunteer?

participation in organising and holding seminars, trainings  
participation in the organisation and holding of forums and festivals

participation in writing project applications  
preparation of infographic materials, design  
cooperation with mass media

preparation of press announcements, releases, posts  
establishing contacts with regional partners





WARNING! To become a full-fledged volunteer \_\_\_\_\_, a trial period (\_\_\_\_ period\_\_\_\_) has been established during which you must decide on the direction and skills of work in our organisation.

### Database of volunteers

| Nr | Surname, first name, patronymic | Telephone | E-mail/ link to social networks | Date of birth | Areas/activities in which you are ready to join | Activities in which they were involved | Performance evaluation |
|----|---------------------------------|-----------|---------------------------------|---------------|-------------------------------------------------|----------------------------------------|------------------------|
| 1  |                                 |           |                                 |               |                                                 |                                        |                        |
| 2  |                                 |           |                                 |               |                                                 |                                        |                        |
| 3  |                                 |           |                                 |               |                                                 |                                        |                        |

### Appendix 3 (useful literature)

Useful literature (links):

<http://surl.li/oiinq> (Workbook: volunteer management, Ukrainian volunteer service).

<http://surl.li/gbnle> (Online Training «Attraction and coordination of volunteers»).

<http://surl.li/hsjmh> (Types of motivation for volunteering, article by T. L. Lyakh, Kyiv University, named after Borys Grinchenko).

<http://surl.li/frrqp> (Guide for working with volunteers).

<http://surl.li/lyrza> (National Social Service Service in Ukraine).

<http://surl.li/gxxpg> (About the approval of the Program to promote the development of volunteerism of the Lutsk urban territorial community for 2023-2027).

<http://surl.li/mekbv> (Materials of the IV All-Ukrainian scientific and practical conference «Social assistance and social work: modern challenges», article 13, Z.S. Datsyk «The phenomenon of support for the volunteer movement and youth participation» (on the example of Lutska urban territorial community)).



Legal Aspects  
of Activity in the  
Public Sector





## OLHA IVANKIV

PhD in Economics, CEO at “Consulting Center: Accounting and Finance Center”, expert in legal issues, accounting and finance.

More than **13 YEARS OF COOPERATION** with entrepreneurs, including full accounting support of business from the first steps to successful operations and scaling.

By the way, you have been working with non-profit organizations since 2015



# BASIC DOCUMENTS

## INTERNAL:

Charter  
Accounting policy  
Initial documents  
Administrative documents  
(orders, decisions, etc.)



## EXTERNAL:

Law "On accounting and financial reporting in Ukraine" dated July 16, 1999 No. 996-XIV  
NSSBO  
Law of Ukraine "On Public Associations" dated March 22, 2012 N 4572-VI  
Law of Ukraine "On Charitable Activities and Charitable Organizations" dated 07/05/2012 N5073-VI  
Other legislative acts

## **Art. 133.4.1. TAX CODE OF UKRAINE**

A non-profit enterprise, institution and organization for corporate income tax is an enterprise, institution and organization (from now on referred to as a non-profit organisation) that simultaneously meets the following requirements:

Formed and registered by the procedure defined by the law regulating the activity of the relevant non-profit organisation  
The founding documents contain a ban on the distribution of the received income (profits) or their part among the founders, members of such an organisation, employees (except for

payment of their labour, calculation of a single social contribution), members of management bodies and other persons related to them. For this paragraph, the distribution of received income (profits) is not considered to be the financing of expenses specified in sub-clause 133.4.2 of this clause;

### **Art. 133.4.1.**

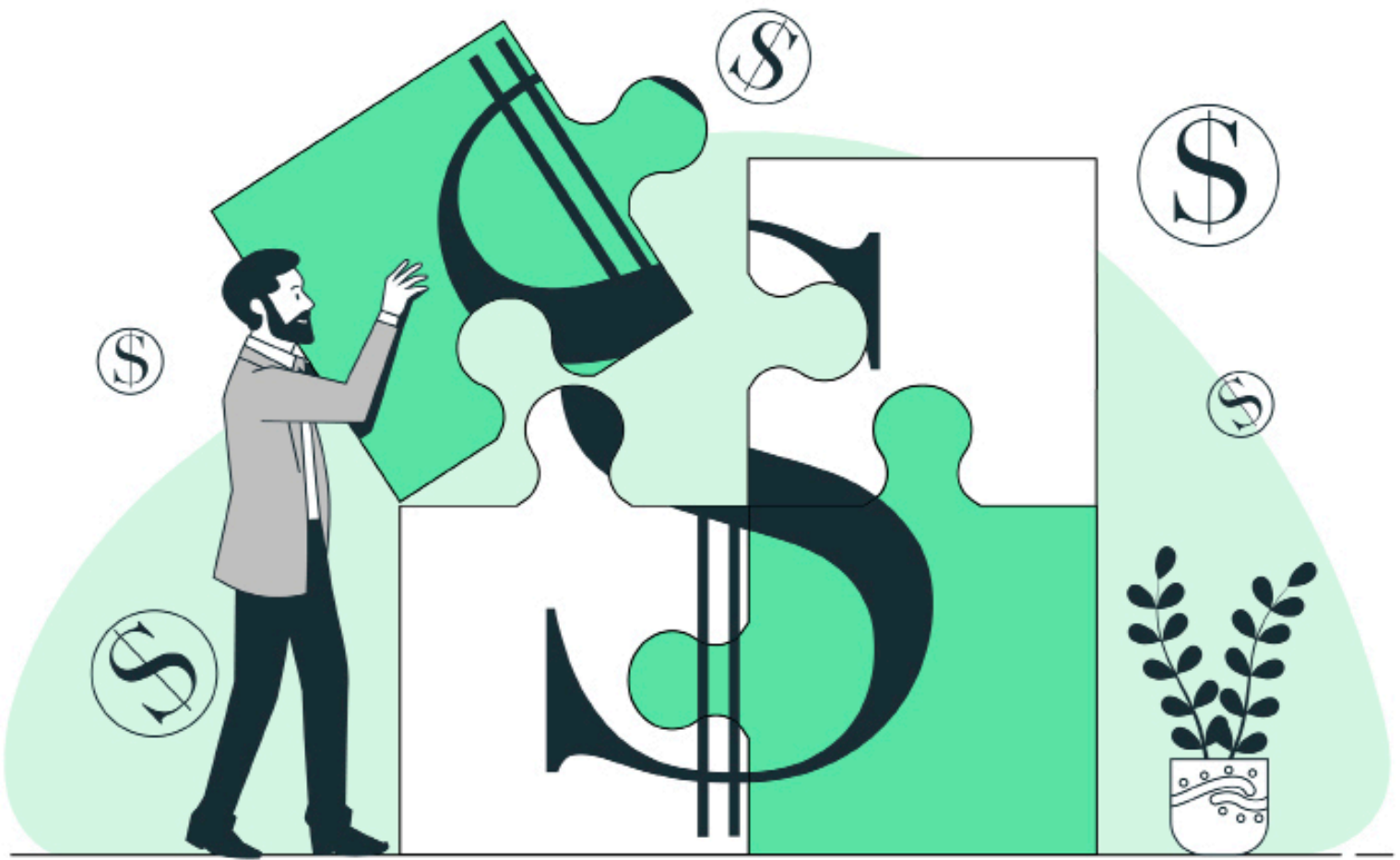
- The founding documents provide for the transfer of assets to one or more non-profit organizations of the appropriate type, to other legal entities that offer non-state pension provision by the law (for non-state pension funds), or to be included in the budget income in the event of termination of the legal entity (except condominiums).

The controlling body entered it in the Register of Non-profit Institutions and Organizations.

Registered institutions and organizations (newly created) that have submitted documents for inclusion in the Register of Non-Profit Institutions and Organizations during or within ten days from the date of state registration and which, based on the results of consideration of these documents, have been entered in the Register of Non-Profit Institutions and Organizations, for taxation purposes are considered non-profit organizations from the date of their state registration.

### **CHARTER**

- purpose of activity, goals of the organization, powers
  - sources of income, areas of activity, features of the use of funds (estimate)
  - prohibition of distribution of income (profits) between members, founders
- in case of liquidation, the assets are transferred to the same organization or budget



## **SOURCES OF FUNDING OF A NON-PROFIT ORGANIZATION**

- funds of benefactors
- funds of organization members
- funds of donor organizations
- targeted financial receipts
- funds from business activities
- and other.

## **BUSINESS ACTIVITY**

Article 21 of the Law “On Public Associations” states that a public organization has the right to carry out business activities by the law directly if this is provided for by the charter of the public association or through legal entities (companies, enterprises) established by the law if such activity corresponds to the purpose (goals) of the public association and contributes to its achievement.



## ART. 133.4.2. TAX CODE OF UKRAINE

Incomes (profits) of a non-profit organization are used exclusively to finance expenses for the maintenance of such a non-profit organization, implementation of the goal (goals, tasks) and directions of activity defined by its founding documents.

### **Clause 63 subsection 4 ch. XX “Transitional Provisions” of the TCU**

The transfer of property, provision of services by a non-profit organization, use of income (profits) of a non-profit organization to finance expenses not related to the realization of the purpose (goals, tasks) and directions of activity defined by its constituent documents is not considered a violation of the requirements of clause 133.4 of the Civil Code, provided that such property, services are provided for the benefit of special purchasers.


### **Clause 63 subsection 4 ch. XX “Transitional Provisions” of the TCU**

The transfer of property, provision of services by a non-profit organization, use of income (profits) of a non-profit organization to finance expenses not related to the realization of the purpose (goals, tasks) and directions of activity defined by its constituent documents is not considered a violation of the requirements of clause 133.4 of the Civil Code, provided that such property, services are provided for the benefit of special purchasers.

## **ACCOUNTING POLICY**

- the procedure for accounting for fixed assets and stocks
- accounting procedure on account 48 (“Targeted funding and targeted revenues”) in terms of analytics (e.g. donors, projects)



- 
- list of expense items (for accounts 92 and 949)
  - class application (8th/9th grade)
  - procedure for accrual of reserves and provisions
  - periodicity of closing periods

## **INCOME TAX**

Non-profit organizations created and operating in the order and under the conditions established by clause 133.4 of the Code of Civil Procedure are not taxpayers.

The critical rule is that a non-profit organisation's revenues (profits) are used exclusively to finance expenses for the maintenance of such an organization, the realization of the purpose (goals, tasks) and areas of activity defined by its founding documents.

## **VAT**

If the total amount from transactions for the supply of taxable goods/services, including those using a local or global computer network, accrued (paid) to such a person during the last 12 calendar months collectively exceeds 1,000,000 hryvnias (excluding value-added tax)

Transactions on the supply of goods/works/services, the place of supply located in the customs territory of Ukraine, are subject to VAT by Article 186 of the Civil Code, including transactions on free transfers. (paragraph 185.1 a) of the Civil Code).

## **ART. 197.1.15 OF THE STU**

Charitable aid operations, in particular the free supply of goods/services to philanthropic organizations established and registered by the law, as well as the provision of such aid by charitable organizations to recipients (subjects) of charitable assistance by the legislation on philanthropic activities and charitable organizations, are exempt from taxation.



## OTHER TAXES



On general grounds (employment contracts, CPC, additional benefit):

Single State Tax

Personal income tax

military collection

### MANDATORY DETAILS OF THE PRIMARY DOCUMENT

- 1) the name of the enterprise institution on whose behalf the document is drawn up;
- 2) name of the document (form);
- 3) date of compilation;
- 4) the content and scope of the business transaction;
- 5) the unit of measurement of an economic transaction (in money and, if possible, in-kind units);
- 6) positions and names of persons responsible for the implementation of an economic transaction and the correctness of its registration;
- 7) a personal signature or other data that makes it possible to identify a person who participated in implementing an economic transaction.

### TAX AND FINANCIAL REPORTING

Report on the use of income (profits) of a non-profit organization  
Balance sheet + Statement of financial results (form 1-ms, 2-ms)

DEADLINE FOR REPORT SUBMISSION - 60 K.D.

#### Combined quarterly reporting

- if there were payments under employment contracts, CPC
- if there were payments to FOPs

DEADLINE FOR REPORT SUBMISSION - 40 K.D.





## **LIABILITY FOR FAILURE TO REPORT**

The amount of the fine is 340 UAH FOR EACH FAILURE TO SUBMIT OR LATE SUBMISSION AND 1020 UAH FOR EACH REPEATED VIOLATION DURING THE YEAR.

For errors in the Report that did not lead to an understatement of the tax

obligations but is the submission of inaccurate information or distortion of tax accounting indicators, only administrative liability under Art. 1631 of the Code of Criminal Procedure (from 85 to 170 UAH, and for a repeated violation within a year - from 170 to 255 UAH).

## **ACCOUNTING OF HUMANITARIAN AID**

Accounting for humanitarian aid and corresponding reporting are carried out by recipients of humanitarian aid and purchasers of humanitarian aid (legal entities) in accordance with the procedure established by the Ministry of Finance of Ukraine. In the absence of accounting for the receipt and intended use of humanitarian aid, it is considered to have been used not for its intended purpose.

## **DOCUMENTATION OF THE TRANSFER (WRITE-OFF) OF HUMANITARIAN AID TO THE RECIPIENT (IF THE RECIPIENT CANNOT BE IDENTIFIED)**

1. In order to distribute humanitarian aid, determine the place, date and time, type of humanitarian aid and its amount, responsible persons

2. the report of the person responsible for the distribution of humanitarian assistance will contain information about the place and date of distribution of humanitarian assistance, the actual amount of assistance transferred, and the available balance of undistributed humanitarian assistance.

3. Act of writing off humanitarian aid





## **DOCUMENTATION OF THE TRANSFER (WRITE-OFF) OF HUMANITARIAN AID TO THE RECIPIENT (IF THE RECIPIENT CAN BE IDENTIFIED)**

request for humanitarian aid

an act of acceptance and transfer of humanitarian aid

## **RESPONSIBILITY FOR MISUSE OF HUMANITARIAN AID**

PERSONS GUILTY OF VIOLATING THE TARGETED USE OF HUMANITARIAN CAN BE SUBJECT TO ADMINISTRATIVE AND CRIMINAL RESPONSIBILITY by ART. 12 of LAW No. 1192.

- 1) LOSS OF NON-PROFIT STATUS
- 2) HUMANITARIAN TAXATION 18%
- 3) CRIMINAL LIABILITY

Article 201-.2 of the Criminal Code of Ukraine entails the following consequences:

- the sale of goods (items) of humanitarian aid or the use of charitable donations, free assistance or the conclusion of other transactions regarding the disposal of such property to obtain profit, committed in a significant amount, is punishable by a fine of 2 to 3 thousand non-taxable minimum income of citizens or corrective labour for a term of up to 2 years, or restriction of freedom for a term of up to 4 years; UAH 34,000 - UAH 51,000.



