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Office for Cooperation with NGOs



★ URBAN SPORT ★  
AND CULTURE  
**VOLUNTEERS**

# VOLUNTEER PROGRAM FOR URBAN SPORT AND CULTURAL EVENTS: A HOW-TO





# **Volunteer Program for Urban Sport and Cultural Events: A How-To**

# Imprint

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# About the Project

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The volunteering policy of the European Union, as outlined in Article 165 TFEU, the 2003 Aarhus Declaration, the 2007 White Paper on Sport, and the 2019 Erasmus+ Annual Work Programme, clearly demonstrates the EU's recognition of the significant role of volunteering in fostering social cohesion and personal and professional development. The EU actively promotes the social inclusion of individuals facing fewer opportunities, particularly through initiatives like the Erasmus+ programme.

The Urban Sport and Culture Volunteers (USCVol) project, implemented from 2020 to 2023, aimed to advance volunteering at urban sport and cultural events (USCE), where urban sport and culture intersect.

Over a span of 48 months<sup>1</sup>, the USCVol project had the overall objective of enhancing the employability of young people with fewer opportunities (YPFO) by providing them with volunteering opportunities at sport events. This objective was pursued through various activities, including:

1. volunteer recruitment,
2. implementation of non-formal education (NFE) training,
3. organisation of volunteering experiences at USCEs, and
4. development of an extensive promotional campaign.

The USCVol project's target groups were young individuals between the ages of 16 and 30 who faced challenges related to social, economic, or geographical factors. Throughout the project, three intellectual outputs were developed:

1. NFE Training for Volunteers,
2. USCE Volunteering Handbook, and
3. Volunteering App.

The Project Consortium consisted of seven partners from six EU Member States, including one country affected by conflict:

Croatia  
Pannonian Association  
Croatian National Olympic Committee

Estonia  
Elamussport MTÜ

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1 Includes a 12-month extension of project implementation due to the COVID-19 pandemic.

Ireland  
Champions Factory Ireland Limited

Poland  
Regional Volunteer Centre Kielce

Slovenia  
Društvo Foton

Ukraine  
Youth Association Extreme Style

The Project Team included 19 individuals, including members of urban sport and culture non-governmental organisations (NGOs), experts in non-formal education, and one umbrella sport organisation. All of the consortium members had extensive experience working with volunteers in their respective fields.





With the Project, the Consortium:

1. strengthened the international volunteering network in urban sport and culture scene,
2. enhanced, recognised and validated volunteers' skills and key competences,
3. exchanged good practices,
4. created this handbook and a volunteering app, and
5. carried out a sizable promotional campaign.

The primary purpose of this handbook is to advocate to key stakeholders in the field of volunteering in sport. It serves as a platform for the exchange of best practices, promotes the recognition and validation of volunteers' skills and key competencies, and highlights useful volunteering tools.



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# What is Volunteering?



In broad terms, volunteering is the act of dedicating one's time, skills, and resources to support a cause or organisation without anticipating any form of payment. Nonetheless, the precise definition of volunteering can vary across different countries.

## **How is volunteering defined in the partner countries of the USCVol project?**

### **Croatia**

Voluntary investment of personal time, effort, knowledge and skills to perform services or activities for the benefit of others or for the common good [...] without payment, monetary reward or claiming other property benefits.<sup>1</sup>

### **Estonia**

Work performed without monetary reward for the benefit of others.

### **Ireland**

The commitment of time and energy, for the benefit of society, local communities, individuals outside the immediate family, the environment and other causes. Voluntary activities are undertaken of a person's own free will, without payment (except for reimbursement of out-of-pocket expenses).<sup>2</sup>

### **Poland**

The voluntary work performed without any remuneration in the name of e.g. non-profit organisations, religious organisations, or public administration.<sup>3</sup>

### **Slovenia**

Socially beneficial unpaid activity of individuals who, through their work, knowledge and experience, contribute to improving the quality of life of individuals and social groups, and to the development of a society of solidarity, humanity and equality.<sup>4</sup>

### **Ukraine**

Voluntary, socially oriented, non-profit activity performed free of charge and provided by volunteers. Volunteering is a form of charity, and is based on the principles of legality, humanity, equality, voluntariness, and gratuitousness.<sup>5</sup>

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1 Volunteerism Act (Zakon o volonterstvu)

2 White Paper on Voluntary Activity

3 Public Benefit and Volunteer Work Act (Ustawa o działalności pożytku publicznego i o wolontariacie)

4 Volunteering Act (Zakon o prostovoljstvu)

5 Law on Volunteering Activity (Zakon Ukrayiny 'Pro volonters'ku diyal'nist')

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# Volunteer Rights and Responsibilities



CHANGE

Volunteering offers a chance to contribute positively to a community. However, it is essential to understand the rights and responsibilities associated with volunteering. This chapter not only discusses these aspects but also delves into the legal and ethical frameworks that regulate volunteering in the partner countries of the USCVol project.

## **Croatia**

Volunteer rights include the right to volunteer certificates, volunteer agreements (optional), familiarisation with the code of ethics and ethical norms relevant to the given type of volunteering, appropriate training and support, familiarisation with the volunteering conditions and activities, reimbursement of volunteering-related costs, a safe working environment, privacy and data protection, and to participate in decision-making related to volunteering. Upon request, volunteer-involving organisations are required to issue a certificate of competencies acquired through long-term volunteering.

Volunteer responsibilities include volunteering in accordance with professional regulations and ethical rules, respecting the integrity and values of the volunteer-involving organisations and beneficiaries, following instructions, protecting confidential information, and avoiding actions that could harm the organisation or beneficiaries. Additionally, volunteers who intentionally or negligently cause harm during volunteering are held liable for compensation according to general laws.

The Volunteer Logbook serves as a record of volunteer service hours and holds all volunteer certificates.

## **Estonia**

There is no volunteering-specific law. Volunteers can participate in organisations' activities without a volunteer agreement or insurance. A cost-reimbursement contract is mandatory (for volunteering-related travel, accommodation etc.).

## **Ireland**

Ireland lacks legal protections for volunteers comparable to those for employee rights. Volunteer Ireland, the national volunteer support centre, therefore advises volunteers to choose their volunteer placements carefully.

The National Volunteering Strategy (2021-2025), however, sets out the direction for government policy in relation to volunteers and volunteering. It builds on and looks

at strengthening the relationship between the government and the voluntary sector. The strategic objectives outlined in the Strategy aim to develop the role of the volunteer and encourage volunteering. Some objectives include the facilitation and development of the volunteering environment, as well as the recognition, celebration and communication of the value and impact of volunteers.

Under the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016, volunteers working with children or vulnerable persons must undergo a vetting process with the Garda Síochána (the police service). The vetting is initiated by the organisation the individual is volunteering with.

## **Poland**

The 2003 Act on Public Benefit Activities and Volunteering ensures equal benefits for all volunteers in Poland. Volunteers are entitled to volunteer certificates, reimbursement of volunteering-related costs (travel, accommodation, food) and accident insurance. (Accident insurance is automatic after a continued 30-day volunteering period under a volunteer agreement.) Volunteer certificates earn additional points in secondary and higher education applications.

Depending on the region, volunteers have additional privileges and benefits. In some cities, the Volunteer Card issued by the Korpus Solidarności's Programme for Support and Development of Long-Term Volunteering grants free entry to cultural institutions.

Volunteers must be informed of their rights and responsibilities by the beneficiary. Volunteer benefits derive from a (legally mandatory and terminable) volunteer agreement between the volunteer and the beneficiary. Volunteers must be informed by beneficiaries about health and safety risks, be provided safe conditions for work and be offered relevant training. They may also be eligible for health care benefits and restitution for accidents. Volunteers may be reimbursed volunteering-related costs by the beneficiary.

## **Slovenia**

Volunteers have the right to be:

- familiarised with the organisation, the type and conditions of volunteer work, as well as with their rights and responsibilities under law or the voluntary organisation's bylaws,
- issued volunteer certificates,
- familiarised with the given organisation's code of ethics other ethical rules relevant for individual types of volunteer work,
- appropriately trained for volunteering and other volunteering-related activities,
- provided with a mentor who can offer professional assistance and support for the duration of volunteer work,
- ensured life and health safety during training and the performance of

- volunteer work,
- included in decision making in matters affecting respective volunteer work,
- allowed refusal of work they deem morally unacceptable or contrary to the law,
- reimbursed volunteering-related costs (if so agreed),
- ensured the right to report the organisation's violations of their rights to the competent body
- ensured personal data protection.

Volunteers are obligated to:

- comply with the volunteer agreement,
- undergo training if so agreed in the volunteer agreement,
- perform volunteer tasks diligently while adhering to professional standards, ethical guidelines, and instructions provided by the volunteer organisation or program,
- comply with the bylaws of the volunteer organisation or program,
- safeguard the personal data of the volunteer organisation or program, as well as any personal data encountered during volunteer work, and
- provide reports on the completed volunteer tasks.

## **Ukraine**

Volunteers have the right to appropriate working conditions, including receiving complete and reliable information about the volunteer work procedure and conditions. They should also be provided with specialised personal protective facilities, gear, and equipment. Additionally, volunteers are entitled to vaccinations, medical examinations, and other necessary treatment and preventive measures related to their volunteer work.

Volunteers must be covered by mandatory insurance as per the Law of Ukraine. If the volunteer work corresponds to the volunteer's specialisation, the time spent volunteering should be included in their work practice period. Volunteers are also entitled to compensation for expenses incurred during their volunteer work.

Furthermore, volunteers have other rights specified in the volunteer work agreement and by the legislation of Ukraine.

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# Volunteerism Support





Volunteering is not without its challenges, and requires a substantial amount of support. Below is an overview of some key support networks and resources available to volunteers, volunteer managers and volunteer organisers in the partner countries of the USCVol project. These encompass a range of benefits, tools, programmes, and support frameworks designed to assist and empower individuals involved in volunteering activities.

## **Croatia**

Volunteering is supported through the following:

The National Volunteering Development Committee (advisory body) promotes and develops volunteering and improves the volunteers' legal rights. Its responsibilities include proposing regulations on volunteer benefits, deciding on the National Volunteer Service Award, initiating the adoption or amendment of volunteering-related regulation and adopting the Volunteer Code of Ethics etc. Additionally, the state award for volunteering recognizes individuals and organizations for their outstanding contributions to volunteer work and the organization of volunteering, leading to an improved quality of life for individuals, groups, and communities, as well as the development of a more compassionate society and volunteerism.

Non-governmental organisations, the Civil Society Development Council, the Youth Council, the National Foundation for Civil Society Development, state bodies, self-government units and civil society organisations work together toward ensuring access to information on and improving volunteering.

Government grants for top Croatian sporting events partially cover volunteer accommodation and food costs. However, The Ministry of Demographics, Family, Youth, and Social Policy primarily funds the development of volunteerism infrastructure. Despite this support, its visibility remains relatively low.

Volunteer centres offer support and training for volunteer organisers (e.g. volunteer coordinator training, training on volunteer program quality standards etc.).

While volunteering in Croatia receives systemic support, particularly in the field of sport where most volunteers are engaged in short-term activities, organisers are responsible for creating their own volunteer programs to retain and motivate young people. For example, Pannonian Challenge Volunteers are granted free entry to concerts and fare-free public transport during their volunteering period.

The top 10% of volunteers are rewarded for their efforts: driving licence lessons for the best volunteer and swag bags for the runner-ups (from sponsors such as Vans, Oakley, Kendama and A1. They are selected by pooling volunteers' (anonymous) votes

and sector leads' nominations (one volunteer per sector). The awards are presented at the volunteer party.

## **Estonia**

Volunteering is promoted and developed by the Ministry of Interior's strategic partner(s), currently, the Network of Estonian Nonprofit Organisations (NENO). Its task is to manage and develop the online information centre Volunteer Gate to provide tools and training for organisations and volunteers.

## **Ireland**

While there are no standardised volunteer benefits, some organisations/companies/centres offer volunteer privileges (perks). For example, some events offer free entry to their programming in exchange for a set number of volunteering hours at an event (e.g. at the New Years Eve festival in Dublin).

Volunteer contributions are recognised through a number of awards, including Volunteer of the Year Award, the Volunteer of Sport Award, and the Volunteer Ireland Awards.

Secondary school students can opt for a 'transition year' and volunteer to gain experience and explore career paths prior to applying for college or university, usually through voluntary work experience, voluntary activities as part of the Gaisce Award (see below) or as a module on volunteering.

Under the Charitable Donation Scheme, donations made to approved charitable voluntary and community non-profit organisations may qualify for tax relief .

The Gaisce Award (or the President's Award) is a self-development programme for young people aged 14 to 25. Volunteering is one of the four activities required to qualify for the award, requiring a minimum commitment of 1 hour a week for 13 weeks. Of the three award levels (Gold, Silver and Bronze), the Gold is presented multi-annually by the President.

Léargas, Ireland's national agency, offered EU funding to non-profit organisations for European Voluntary Services (EVS) projects that support volunteers aged 18 to 30 to work on a voluntary basis within their organisation for a period of 2 to 12 months. This programme covered the volunteers' allowance and costs of travel, accommodation, and food, and included funding for preparation, on-arrival training, and personal support during the project. Léargas also trained organisations in applying for the EVS programme and supporting potential volunteers within their organisations.

As of 2018, EVS was replaced by the European Solidarity Corps.

The Wheel - Ireland's national association of community and voluntary organisations, charities and social enterprise - offers its members (often free) training in and workshops on funding, governance, networking and public policy/advocacy.

## **Poland**

Volunteering is supported through the Polish Volunteer Center Network (PVCN), which is tasked with ensuring organisations' continued application of volunteering standards and rules. The PVCN website offers information on volunteer rights and responsibilities and shares best practices in volunteer management. The volunteer coordinators' library offers links to useful publications. Volunteer centres also offer basic training for volunteers and volunteer coordinators.

The Korpus Solidarności's Programme for Support and Development of Long-Term Volunteering (2018-2030) is a government programme created by the National Freedom Institute. Korpus Solidarności has a Programme operator (organisation) in every voivodeship. The Programme is directed at volunteers, volunteer coordinators, volunteer-involving organisations, and volunteering beneficiaries. Programme operators receive funding for supporting volunteering activities in their respective voivodeship. Additionally, the Korpus offers basic development training for volunteers and volunteer coordinators. The Korpus also provides free consulting for volunteers, coordinators, and institutions. Industry meetings and volunteer debates organised within the Programme offer a platform for organisations and coordinators to share their experiences and ideas for future initiatives.

## **Slovenia**

Under the Regulation on Volunteer Award and Recognitions, the National Award Committee (in cooperation with the Office of the President and the Ministry of Public Administration) recognizes one outstanding achievement in volunteering (for individuals, who receive a cash prize) and six in its promotion and development (organisations) annually.

## **Ukraine**

Volunteering is supported by the National Youth Worker Training Programme (NYWP) and programs supported by the British Council's Active Citizens. Additionally, in line with the National Youth Strategy 2030, projects that incorporate volunteering are prioritised in the Ministry of Youth and Sports' public calls for co-financing. The priorities of the Strategy include:

Development of non-formal education, i.e., acquiring of knowledge, skills, and competences in informal settings through volunteering. Key activities in this

area include the NYWP, establishing youth centres and camps, introducing a national youth portal for information and learning, and implementing the “Youth Passport” to recognize non-formal educational experiences for improved social mobility,

Youth employment, aiming to create conditions and implement measures for primary and secondary employment as well as youth self-employment. It emphasises motivating, informing, and training young people, promoting youth entrepreneurship and self-employment, and acquiring vocational skills through volunteering and internships.

The Ministry of Youth and Sports of Ukraine is the main authority responsible for implementing youth policy, which includes supporting youth and children’s associations and promoting volunteering.





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# **Volunteerism Challenges**



Below is an overview of the main challenges faced by volunteers and organisations in the partner countries of the USCVol project, along with suggestions for overcoming them.

## **Croatia**

There is ample room to raise awareness on volunteering and its importance, e.g. in education.

The skills gained through volunteering – rarely certified by volunteer organisers as they are – need to be better recognised in the labour market.

The share of people involved in volunteering is extremely small compared to western democracies.

In recent years, the negative trend of disguising traineeships as volunteering has created a negative perception of volunteering. Research shows that young people are sceptical, reserved and untrustworthy of institutions in Croatia, which reflects on their motivation to volunteer.

Ensuring structured and regular support remains one of the main challenges for the development of volunteering in Croatia.

## **Estonia**

Generally speaking, volunteering is currently appealing only to youth. It is viewed as a hobby or fun activity rather than as participation in development of the society.

Although deeply rooted in the nation's history, a change in this perception is gaining traction.

## **Ireland**

Of the various volunteering challenges highlighted in the 2002 report *Tipping the Balance*, the most immediate was the absence of a formal policy and strategy for volunteering support and development. While this has been addressed with the *National Volunteering Strategy 2021-2025*, its effectiveness is yet to be evaluated. Other volunteering challenges include the image of volunteering, the quality of the volunteering experience and inherent lack of funding for volunteering research. These challenges were raised in the national report contributing to a study on volunteering in the European Union.

According to Volunteer Ireland's 2021 submission to the Census data, volunteering challenges vary depending on areas and regions, and include, inter alia, rural isolation, older populations, and a lack of transport options. Breaking volunteering data down to small areas and population groups will allow Volunteer Ireland to address these in a targeted and more impactful way.

## **Poland**

The biggest challenges and needs are largely shaped by the volunteer-involving organisations. They vary depending on the voivodeship that the organisations belong to, but also on the target groups that they work with.

Nevertheless, as the national networking events and meetings within Korpus Solidarności's Programme show, some issues and topics are common to all of Poland:

There is a low student and graduate engagement; many prospective volunteers are school-age. While their involvement is undeniably valuable, many volunteering forms require some seniority, i.e., relevant work experience (e.g. students). Such volunteer candidates are scarce. On average, students prefer to gain work experience through internships or similar placements over volunteering.

Many volunteer-involving organisations do not staff trained volunteer coordinators, and instead often assign the coordinator job to existing staff who are not trained for the role, which is usually reflected in the quality of voluntary activities.

Volunteering is not seen as a chance for growth and gaining work experience, but rather as a means to an end, e.g. boosting secondary and higher education applications. Instead of viewing volunteering as a continuous learning and development opportunity (e.g. acquiring social competency), such persons often quit volunteering after they have reached the planned amount of work/volunteering hours.

## **Slovenia**

Recruiting and maintaining volunteers is currently the biggest challenge. Implementation and organisation resources are hard to access, leading to poorly executed volunteer programme management.

## **Ukraine**

Young people are quite proactive, but often do not comprehend the complicated terrain of volunteering in Ukraine. Volunteers are mostly young women; motivating young men to volunteer is a challenge unto itself. The European-standard youth

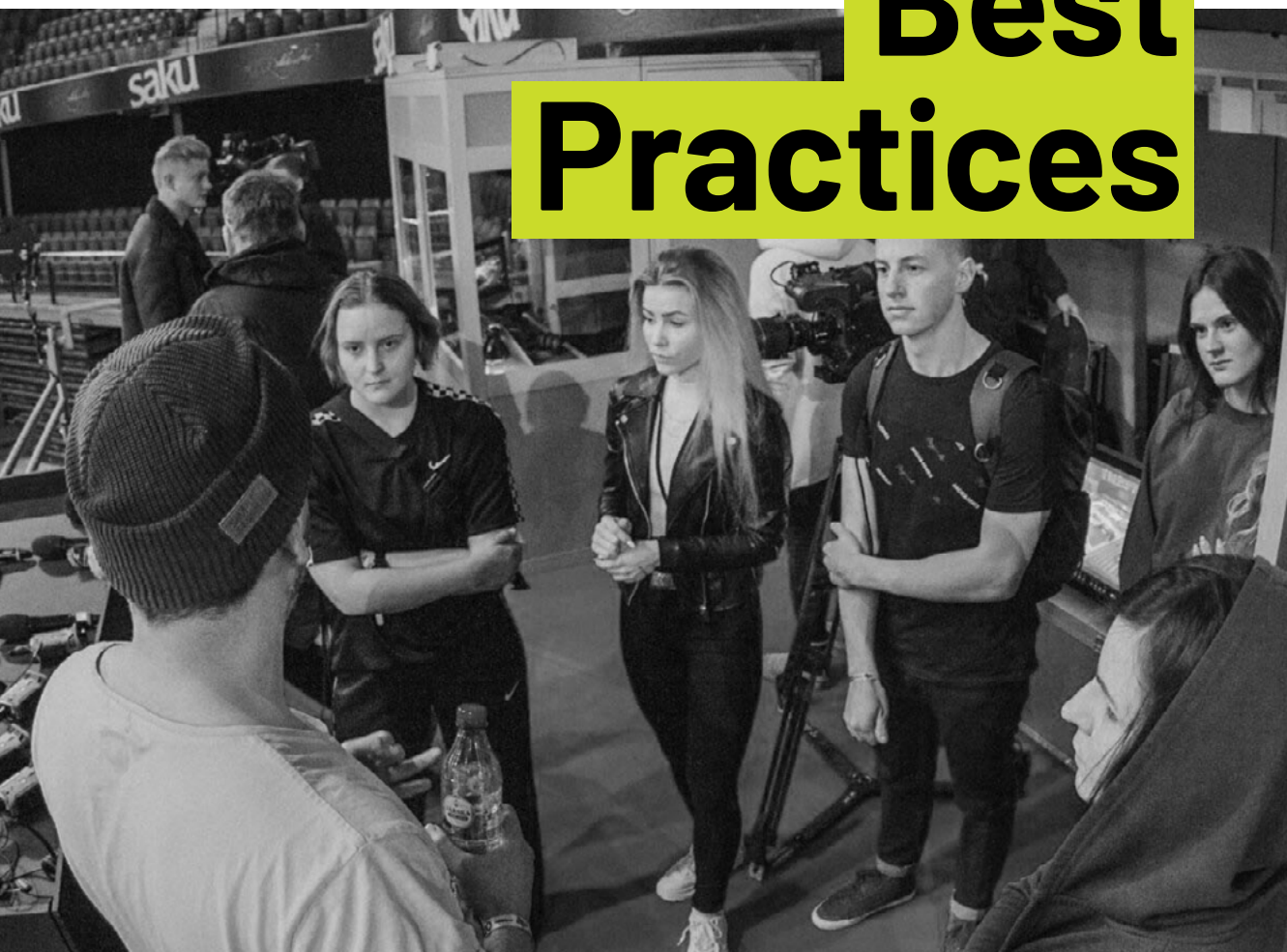


policy in development does not address many of the volunteering issues. The impact and long-term contribution of volunteerism to social cohesion in Ukraine need to be better recognized and properly supported. The absence of a responsible authority is the most vulnerable aspect in the development of volunteering. The young people's level of awareness of volunteering opportunities in Ukraine and abroad is low.



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# Best Practices



Below are the best practices of the USCVol partner countries for recruiting and managing volunteers at urban projects/events.



# Croatia

## Project Title

Friends of Pannonian Challenge

## When?

The project was implemented from 2017 to 2020.

Since 2010, volunteers have played an essential role in the success of Pannonian Challenge. As the festival grew in scale and complexity, it became imperative to establish a structured volunteer programme. This program not only brought greater flexibility to the event and the Pannonian Association but also enhanced the experience for athletes and visitors while facilitating work for all involved parties. Participating in the programme allowed volunteers to gain insight into the inner workings of the region's largest extreme sports event. It provided them with the opportunity to contribute their time meaningfully and develop valuable competencies, fostering a sense of purpose and usefulness.

Following the conclusion of the project, certain elements of the programme methodology were retained and incorporated into an upgraded volunteer project. This included aspects such as volunteer recruitment, selection, sector assignments, management, and supervision.

## Where?

Osijek, Croatia

## Who?

Pannonian Association

## Website

<https://pannonian.hr/information/volunteers/?lang=en>  
<https://pannonian.hr/tag/volonteri/>

## Coordinator info

Mateja Drulak, [volonteri@pannonian.org](mailto:volonteri@pannonian.org)

## Project stakeholders

The main stakeholders responsible for project implementation were the members of the Pannonian Association. Among them, there was a dedicated volunteer coordinator who possessed the necessary training and certification. This coordinator effectively communicated with, motivated, and provided training to volunteers prior to and during the event. The sector leads, who also served as volunteer supervisors and are part of the Association, conveyed their specific requirements to the coordinator and maintained records of the volunteers in their respective sectors. Throughout the event, the volunteer coordinator remains accessible to both the leads and volunteers, taking responsibility for resolving any conflicts or disagreements that may arise.

The volunteer coordinator maintains communication with the Volunteer Centre in Osijek for potential support as needed. Collaborating with sector leads in various areas (such as hospitality, infrastructure, marketing, etc.), the coordinator can assign tasks to volunteers on behalf of other sector leads where necessary. Furthermore, the coordinator is also responsible for ensuring that volunteers have access to all the necessary work materials and equipment.

## Beneficiaries

Volunteers came from all age groups, but most were young people aged 15 to 26. Depending on the sector they were assigned to, volunteers worked with:

- 200 athletes (amateur and pro) from over 25 countries, of the average age of 21 to 26,
- 200 VIP guests (self-government, sports federation and sponsor representatives),
- 100+ accredited media representatives (TV, newspaper, photographers etc.).
- festival visitors – a large share of the sport competition's spectatorship are families with children, resulting in a diverse age range; the night-time concerts' audience is mostly in their 20s and 30s.

## Funding

The Association was generously supported by sponsors in covering certain expenses:

- Zagrebacka banka d.d. sponsored the volunteer programme by providing financial literacy training, lounge zone equipment and T-shirts for volunteers,
- GPP d.o.o. (Osijek's public transportation company) provided complimentary transportation services for volunteers throughout the duration of the event,

- Vans, A1, Max Mobile and other sponsors' swag bags were used for top volunteer awards (caps, hoodies, headphones, mobile phone chargers etc.),
- Tratinčica Driving School donated driving lessons for the Best Volunteer award.

The Ministry of Tourism and Sport allocated funds through a public call for co-financing large sport events to cover the costs of accommodation and meals for volunteers coming from outside of Osijek.

As of 2020, the majority of the aforementioned support is no longer available due to downsized sponsorship resulting from the economic downturn caused by the pandemic.

## **Project description**

### Goal of the project

Involve young people not only from Osijek-Baranja County but also from all over Croatia in actively participating in an urban sports and music festival, promote urban sports and create a platform for young people to engage in these activities.

### Values and Principles:

1. The organisation's objective is to actively engage all members of the community, particularly young individuals.
2. The organisation promotes volunteer participation across various levels and projects.
3. Collaboration among organisation members is encouraged to create meaningful and productive volunteer roles while involving community volunteers.
4. Maintaining records and evaluating volunteer engagement.
5. Promoting and inspiring the expansion of volunteerism within the local community by highlighting the importance of volunteer involvement in the organisation's annual reports and achievements.

### Activities and methodology used within the volunteer project:

1. Determining volunteer programme resources: Implementation resources for the volunteer programme are defined by setting an annual budget and assigning tasks to team members.
2. Volunteer recruitment and selection: The process of recruiting and selecting volunteers involves an online application through the event webpage, social media platforms, and volunteer centres. Interviews are conducted with each applicant, and selection is based on their interests and the organisation's needs.
3. Volunteer training: Volunteers undergo initial training, introduction to

sector leads and the organisation's team, and additional on-site training on the first day of the event.

4. Defining (accepted) volunteering activities: To safeguard against exploitation of volunteers, a memo is provided to organisation members, outlining the rules of conduct and a list of approved volunteering activities in collaboration with sector leads.
5. Creating a volunteering schedule: The volunteer coordinator and sector leads collaborate to create a volunteering schedule and timesheet. The voluntary work hours are recorded in a volunteer logbook issued during the event.
6. Tracking and evaluating volunteer engagement: The organisation has a built-in tracking protocol where the volunteer coordinator maintains regular communication with sector leads and volunteers through messaging apps, especially for urgent situations or issues that require the coordinator's intervention. Evaluation is conducted in both directions, with sector leads assessing volunteers' work and vice versa. Furthermore, volunteers have the opportunity to vote for the best volunteer, and the evaluation reports are combined to choose runner-up volunteers who receive sponsor swag bags.

## **Volunteer involvement**

Pannonian Challenge required around 100 volunteers. Volunteers were selected for their communicativeness, flexibility, self-initiative and knowledge of a foreign language (English). They applied via an online application form, and were selected through interviews for their knowledge, skills, experience and motivation.

Volunteers were mostly young people with a keen interest in urban culture, aged 16 to 35. The majority was either pursuing education or had completed it. The latter were generally employment seekers looking to network either with the Association's members or partners (TV, IT, marketing or PR etc.).

The volunteering programme has involved a total of 310 volunteers at Pannonian Challenge. Of those, 196 were female, 114 male, aged 18.5 on average. They have volunteered for a total of 11,101 hours.

## **Volunteer roles and responsibilities**

At Pannonian Challenge, volunteering is a 5-day commitment over two six-hour shifts (9 AM to 3 PM and 3 PM to 9 PM). The exception are music sector-assigned volunteers who assist concert ticket sales (over 18 only) - they volunteer in a single 4-hour shift from 8 PM to 2 AM. Sector leads assign shifts in agreement with the volunteer.

Some sectors (infrastructure, marketing etc.) require volunteers to be available one

week before and one after the event. They volunteer for a maximum of 4 hours a day, at a time that aligns with their personal preference.

#### Volunteer programme activities

Pannonian Association involves volunteers in short-term activities. Volunteers are distributed over 11 sectors, helping to prepare the skate park, promote the event, and inform the visitors and athletes, as well as assisting in athlete registration and hospitality, concert organisation etc.

#### Volunteering rules:

1. Do not litter.
2. Be on time for your shift.
3. Report to the sector lead or volunteer coordinator before finishing your shift.
4. Inform the supervisor if you are prevented from volunteering.
5. Do not use inappropriate language or insult others.
6. Do not smoke, drink alcohol or abuse substances while volunteering.
7. Teamwork and communication are a must.

### **Volunteer support and motivation**

Volunteers participated in on-site group training and orientation at Pannonian Challenge, with each group consisting of up to 20 volunteers. During this training, they received information about their rights, responsibilities, as well as those of the organisation. They were also familiarised with the different event sectors and the rules of conduct.

Volunteer tasks were assigned by sector leads, while the volunteer coordinator was available to provide support and resolve any conflicts that may arise between the leads and volunteers.

To enhance volunteer motivation for future participation in Pannonian Challenge, volunteers were actively involved in evaluating their own performance as well as that of the sector leads.

Pannonian Challenge organises a volunteer party that includes an awards ceremony to recognize the top 10% of volunteers. The best volunteer receives driving licence lessons (which can have a significant impact on a young person's life considering the cost associated with obtaining a driving licence in Croatia). The runners-up are rewarded with swag bags.

### **Main challenges in project completion**

#### Financing

Because a large number of volunteers were needed, expenses were significant. Only

a small portion of these expenses, such as food and accommodation, were covered by public funds, while the rest was either funded by the organisation itself or through commercial sponsorships. The main costs are associated with equipping the volunteer zone, which includes renting volunteer tents, creating seating areas, and providing work uniforms, among other things. To address this issue, new volunteer projects will be created and applied for EU funding.

### Sponsors

Insufficient sponsorship packages were available, and these packages were designed prior to volunteer recruitment, primarily with athletes in mind. Extra items were used to create swag bags for volunteers. This should be improved by discussing sponsorships to consider and cater to volunteer needs, and even tailor the packages to them.

### Sector Leads (Volunteer Supervisors)

In certain cases, sector leads mistakenly assigned their responsibility for managing volunteers to the volunteer coordinator. To prevent this issue in the future, sector leads will undergo compulsory training in volunteer management before the recruitment of volunteers takes place. This training will ensure that sector leads are equipped with the necessary skills and knowledge to effectively manage volunteers.

### Training

Based on the feedback received, volunteers would prefer more comprehensive training in event management over one in financial literacy. Their primary motivation for volunteering is to gain knowledge and understanding of how sport events are organised. This feedback will be addressed through the implementation of the new volunteer project.

## **Volunteer roles, responsibilities and required competences**

### Infrastructure/Construction Assistant

Skate park construction assistance, stands assembly, fence installation, general setup assistance (tables, chairs etc.) and maintenance, post-event clean-up

Responsibility, diligence, flexibility, teamwork

### Maintenance Assistant

Park, course and volunteer lounge zone maintenance and upkeep, tracking cleaning supplies

Responsibility, diligence, self-initiative, teamwork



### IT Assistant

Result processing, assisting judges, Wi-Fi maintenance, computer equipment and connections assistance

Advanced computer skills, knowledge of English, responsibility, diligence, teamwork

### Press Sector Assistant

Co-reporting for Pannonian Challenge (music and sport), interviewing athletes and performers, translating, co-managing press protocol, promo material distribution

Knowledge of English, experience in writing articles, responsibility, self-initiative, Diligence, teamwork, flexibility, communicativeness

### Info Desk Assistant

Visitor and VIP guidance, familiarity with event info (competition schedule and music programme)

Knowledge of English, communicativeness, empathy, flexibility, teamwork, responsibility

### Sport/Competition Assistant

Athlete care & hospitality (stocking refrigerators with sponsor drinks etc.), athlete zone maintenance, familiarity with competition schedule etc.

Knowledge of English, communicativeness, empathy, diligence, teamwork, responsibility

### Music Programme Assistant

Backstage maintenance, performer care & hospitality and upholding of standards

Knowledge of English, flexibility, responsibility, teamwork, diligence, communication

### Security Assistant

Skate park security assistance (e.g. notify security if a visitor or crew is outside their accreditation/pass), security of personal items in the volunteer lounge zone

Responsibility, basic knowledge of English, empathy

### Athlete Registration Assistant

Athlete registration record keeping, assisting athletes in competition application (with presence of sector lead), assisting in athlete fee charging, familiarity with competition schedule

Responsibility, reliability, knowledge of English, empathy, teamwork

### Ticket Sales Assistant

Assisting in concert ticket sales, assisting sector lead in cash register responsibilities, maintenance of sales point

Responsibility, knowledge of English, communicativeness, teamwork, reliability

### 'Flying' Sector Assistant

Volunteer tent maintenance, meal distribution, assisting with volunteer timesheets, other assistance as required

Flexibility, responsibility, knowledge of English, teamwork





<b>Project Title</b>	Simple Session (event series)
<b>When?</b>	Simple Session is an annual event that started in 2000. It takes place in Estonia, Latvia or Finland.
<b>Where?</b>	Tallinn, Estonia Riga, Latvia Helsinki, Finland
<b>Who?</b>	MTÜ Elamussport
<b>Website</b>	<a href="http://www.session.ee">www.session.ee</a>
<b>Coordinator info</b>	Mario Kalmre, mario@session.ee

### Project stakeholders

The organisation team examines the volunteer requirements based on previous events, special event needs, etc., and recruits volunteers through a call, invitations to past volunteers, and networking. After the selection process, the team leaders provide training to the volunteers.

### Beneficiaries

Simple Session attracts 100-150 athletes from approximately 35 countries, along with over 50 press representatives and up to 100 VIP guests. The event garners an audience size that varies between 2,000 and 10,000 people, depending on the year.

## Funding

The event receives financial support from both commercial sponsors and public funding. Revenue is generated through ticket and merchandise sales.

## Project description

- Mapping volunteer requirements (required number of volunteers, specific skills needed, and expected time commitment)
- Posting an online call for volunteers through the event's social media channels
- Selecting volunteers from a pool of online and spontaneous applicants, past events' volunteers, and those networked-in
- Team leads contacting and initiating training for the assigned volunteers

## Volunteer involvement

Typically, the event attracts around 10-15 volunteers per year, aged 16 to 30, with a gender distribution of 60-70% female (depending on the specific volunteer position). The event's social media platforms, particularly Facebook and Instagram, serve as the primary means of recruiting volunteers. Given the popularity of Simple Session, there is also a notable number of spontaneous applications, often submitted by highly motivated individuals.

Simple Session participated in the 2011 Capitals of Culture programme (and will reprise this in 2024). To that end, Tallinn created a year-long volunteer programme, offering pre-selected volunteers to all participating events. The team leads were well acquainted with the volunteers and their capabilities, having worked with them previously, as well as with the specific needs of the event through their collaboration with the event organisers.

## Volunteer roles and responsibilities

The tasks assigned to the volunteers include providing support to the organisation and press teams, assisting with VIP and athlete hospitality, managing event accreditation and information, preparing of the event, venue, and skate park (including course construction, tent installation, athlete zone preparation) and marketing and promotion activities.

## Volunteer support and motivation

The main driving force for volunteers is the opportunity to have an insider's perspective of the event and witness everything from event organisation to the

athletes themselves. As an extra incentive, volunteers receive merchandise and tickets for after-event programmes.

### Main challenges in project completion

The most significant challenge lies in finding the suitable individuals with the right talents. Event organisation entails extensive hours, weekend work, and overall high levels of stress. It requires diverse resources and highly skilled leaders who are deeply committed.

This commitment involves various tasks, such as selecting the right people, setting up teams around skills and jobs, creating plans, schedules, workshops, and instructions, as well as leading teams, troubleshooting, and providing feedback to both the organisation team and volunteers regarding their work.





Co-funded by the Erasmus+ Programme of the European Union 



★ **URBAN SPORT** ★  
AND CULTURE  
**VOLUNTEERS**

Great potential to increase employability of youth with fewer opportunities.

6 EU COUNTRIES      7 PARTNERS  
36 MONTHS      400 K EUR



<b>Project Title</b>	GAA Social Initiative
<b>When?</b>	Annually
<b>Where?</b>	Ireland
<b>Who?</b>	Gaelic Athletic Association (GAA)
<b>Website</b>	<a href="http://www.gaa.ie">www.gaa.ie</a>

## Project stakeholders

The Gaelic Athletic Association (GAA) is an Irish sports organisation that promotes and organises Gaelic games, including Gaelic football, hurling, camogie, and handball. The GAA has a wide range of partners at both the local and national level. At the local level, GAA clubs have a variety of sponsors and partners, which can include local businesses, sports shops, and other organisations. These local partners often provide financial support or other resources to help the club run smoothly and provide opportunities for young people in the community to play Gaelic games.

At the national level, the GAA has a number of official partners, including:

- Allied Irish Banks (AIB) is the official sponsor of the GAA Club Championship, which is one of the most prestigious competitions in Irish sport.
- The Gaelic Players Association (GPA) is the representative body for inter-county Gaelic footballers and hurlers. The GPA works closely with the GAA to promote Gaelic games and support players at all levels.
- TG4 (the Irish language television channel) broadcasts a range of Gaelic



- games, including live matches and highlights.
- SuperValu is the official sponsor of the GAA All-Ireland Senior Football Championship.
  - Centra is the official sponsor of the GAA All-Ireland Senior Hurling Championship.
  - These are just a few of the GAA's national partners. The organisation also works with a range of other sponsors and supporters to promote Gaelic games and support its members and clubs.

## **Beneficiaries**

The target group of the GAA Social Initiative is older adults, particularly those who may be socially isolated or at risk of loneliness. The programme aims to promote physical activity and social inclusion among this population through the use of Gaelic games and other sports activities. The GAA Social Initiative provides resources and training for volunteers to lead fitness and sports activities for seniors in their local communities, with the goal of improving their physical health, mental well-being, and social connections.

## **Funding**

Private and public financing

## **Project description**

The Gaelic Athletic Association (GAA) has several sport volunteering projects. One of their best-known programmes is the GAA Social Initiative, which aims to promote physical activity and social inclusion among older adults. The programme provides training and resources for volunteers to lead fitness and sports activities for seniors in their local communities. Additionally, the GAA has a network of local clubs and organisations that offer various volunteer opportunities for coaching, officiating, and event management at all levels of Gaelic games.

## **Volunteer involvement**

The exact number of volunteers involved with the GAA Social Initiative programme annually is unknown. However, the GAA Social Initiative is a well-established programme with a strong network of local clubs and organisations that offer various volunteer opportunities for coaching, officiating, and event management at all levels of Gaelic games. The programme has also received recognition for its volunteerism and community engagement efforts, including the Volunteer Ireland Awards. Overall, the programme has engaged thousands of volunteers over the years, and it continues to attract new volunteers who are passionate about promoting physical activity and social inclusion among older adults.

## Volunteer roles and responsibilities

Volunteers at the GAA Social Initiative can have various roles, including:

- **Activity Leaders:** Activity leaders are responsible for leading physical activity sessions for seniors in their local communities. They may lead group fitness classes, walking groups, or other sports activities.
- **Coordinators:** Coordinators oversee the planning and implementation of the GAA Social Initiative programme in their local communities. They may work with local clubs and organisations to identify programme needs and recruit volunteers.
- **Mentors:** Mentors provide guidance and support to activity leaders and other volunteers in the GAA Social Initiative programme. They may help with training, goal setting, and programme evaluation.
- **Event Volunteers:** Event volunteers help with organising and running events for seniors, such as sports days or community gatherings.
- **Administrative Volunteers:** Administrative volunteers help with tasks such as record-keeping, data entry, and communication with programme participants and other stakeholders.

Overall, volunteers play a vital role in the success of the GAA Social Initiative programme, and there are opportunities for volunteers with different skill sets and interests to get involved.

## Volunteer support and motivation

Volunteers at the GAA Social Initiative are supported in several ways:

- **Training:** The GAA provides training for volunteers on how to lead physical activity sessions for seniors, including information on how to adapt activities for different levels of ability and health.
- **Resources:** The GAA provides resources for volunteers, such as exercise routines, game plans, and promotional materials, to help them plan and implement successful physical activity sessions and events.
- **Mentorship:** The GAA offers mentorship to new volunteers to provide guidance and support in their role. Mentors can help volunteers with planning, problem-solving, and skill development.
- **Networking:** Volunteers have the opportunity to connect with other volunteers and organisations involved in the GAA Social Initiative programme. This can help volunteers share ideas and resources and build supportive relationships.
- **Recognition:** The GAA recognizes the important contribution of volunteers to the success of the programme. Volunteers may receive certificates, awards, or other forms of recognition for their efforts.

Overall, the GAA provides a supportive and collaborative environment for volunteers to contribute their time and skills to promote physical activity and social inclusion among older adults.

### Main challenges in project completion

Like any programme, the GAA Social Initiative faces a range of challenges, including:

- Volunteer recruitment: One of the main challenges faced by the GAA Social Initiative is recruiting and retaining a sufficient number of volunteers to lead physical activity sessions and events.
- Access to facilities: Access to facilities can be a challenge for the GAA Social Initiative, particularly in areas where there are few or no suitable venues for physical activity sessions.
- Funding: The GAA Social Initiative relies on funding from a range of sources, including government grants, donations, and corporate sponsorship. Securing funding can be a challenge, particularly in times of economic uncertainty.
- COVID-19 restrictions: The COVID-19 pandemic has presented challenges for the GAA Social Initiative, including the need to adapt physical activity sessions to comply with social distancing guidelines and to ensure the safety of participants and volunteers.

Despite these challenges, the GAA Social Initiative continues to play an important role in promoting physical activity and social inclusion among older adults in communities across Ireland. The programme is constantly evolving to meet the changing needs of participants and volunteers, and the commitment and dedication of volunteers remain a key factor in its success.





# Poland

<b>Project Title</b>	Picnic for the communal welfare centres' proteges
<b>When?</b>	In 2018 and 2021, as part of the organisation's project aimed at people with fewer opportunities.
<b>Where?</b>	Poland, Kielce
<b>Who?</b>	Regional Volunteer Center (Regionalne Centrum Wolontariatu), County Family Support Center
<b>Website</b>	<a href="http://centrumwolontariatu.eu/en/">http://centrumwolontariatu.eu/en/</a>
<b>Coordinator info</b>	Magdalena Gwózdź - Magdalena.gwozdz@centrumwolontariatu.eu

## Project stakeholders

The County Family Support Center, the Regional Volunteer Center, and the communal welfare centres were involved in project- and event-related activities.

## Beneficiaries

The event was created for around 300 people with fewer opportunities. They included persons with motor impairment (wheelchair users, elders and semi-dependents), with cognitive disabilities, and foster and children from dysfunctional families.

## Funding

The project was funded from the European Social Fund.

## **Project Description**

Volunteers were recruited for the project based on their interest, experience, or desire to learn about the project's topic. The recruitment process was well-organised and efficient, which facilitated subsequent tasks for everyone involved. Prior to implementing any activities with the target group, a survey was conducted to understand their needs and interests more accurately. This allowed a precise adjustment of the activities to be conducted. Ongoing communication with social workers from communal welfare centres ensured suitable activities were planned for the target group during the event. Thematic groups were formed for the picnic, allowing volunteers to have clear assignments and responsibilities.

## **Volunteer Involvement**

Around 40 volunteers aged 16 to 30 were involved in event organisation.

## **Volunteer Roles and Responsibilities**

During the event organisation, the volunteers were divided into distinct groups, each with its own specific tasks and responsibilities. One group handled the technical aspects of the event, such as setting up tents, stages, designated areas for participants, maintaining order, and providing technical assistance throughout. Another group focused on creating and managing games and play zones for children, including preparation and engaging with them. The largest group was responsible for designing activities for individuals with disabilities and facilitating their participation. Additionally, volunteers were tasked with event promotion, ensuring participants received meals, and addressing their inquiries.

## **Volunteer support and motivation**

During the event preparation, volunteers had regular meetings with the project coordinator to better integrate and get to know one another. These meetings played a crucial role in fostering teamwork and minimising any potential issues. Volunteers had a clear understanding of their work goals, which heightened their awareness of the project's overall theme and boosted their motivation. They were organised into groups based on their interests and abilities, allowing them to work on tasks that aligned with their preferences and experience a sense of satisfaction.

The volunteers maintained constant communication with each other and the coordinator, sharing important information and updates through a dedicated social media group. The coordinator emphasised the volunteers' vital role in organising the picnic, further enhancing their motivation and sense of ownership in the event. The division of roles and tasks strengthened their sense of responsibility. During the event, the coordinator monitored the volunteers' performance, ensuring their tasks were carried out effectively while also prioritising their well-being and energy

levels. After the event, volunteers received small tokens of appreciation for their hard work and contribution.

## Main challenges in project completion

The biggest challenge was related to the diversity of the groups participating in the event: from children and elders to dependent persons and the disabled. Making the event accessible for everyone required a lot of creativity and flexibility.



## Project Title

Urbano Dejanje

## When?

Urbano Dejanje is an annual week-long festival celebrating urban youth culture in the heart of Ljubljana. Since its first edition in August 2015, which attracted over 8,000 visitors and received overwhelmingly positive reviews, the festival has experienced continuous growth. It has become an integral part of Ljubljana's summer scene, featuring numerous renowned local and regional artists. Inspired by the successful USCVol volunteering project, the festival introduced its own structured volunteer program in August 2020.

## Where?

Ljubljana, Slovenia

## Who?

Foton, društvo za razvoj kulture in trajnosti

## Website

<https://www.facebook.com/urbanodejanje>  
<https://www.instagram.com/urbanodejanje/>

## Coordinator info

Domen Požlep  
domen@urbanodejanje.si  
Sebastjan Altbauer  
sebastjan@urbanodejanje.si

## Project stakeholders

Association Urbano Dejanje consists primarily of young people who were former university colleagues/students and have been involved in event organisation for several years. They were main contributors to the implementation of the project.

## Beneficiaries

The initiative involved young individuals (up to the age of 30) facing challenges in finding employment due to factors such as language barriers, being immigrants, financial difficulties, and other disadvantages.

## **Funding**

The event primarily relies on ticket sales for its funding. Additionally, it receives financial support from various sponsors, including companies in the beverage, telecommunication, and sportswear industries.

## **Project description**

A new approach was implemented for this event, expanding the scope of volunteer involvement. Since 2020, the workflow and project management have been enhanced through a sort of project within a project. Volunteers were recruited through a call for applications, followed by interviews and a selection process. The onboarding process was also improved to provide volunteers with more structure and guidance. Training sessions, including lessons, presentations, games, and performances, were conducted to familiarise volunteers with the organisation's workflow and team dynamics. Volunteers were then assigned specific tasks, which were closely supervised during the event. A post-event gathering was held to recap the event and acknowledge the contributions of the volunteers.

## **Volunteer involvement**

Typically, the event involved 5 to 10 volunteers, aged between 20 and 25. The gender distribution among volunteers was well balanced, varying depending on the specific roles assigned.

## **Volunteer roles and responsibilities**

Social media management, stage management, ticket and merchandise management, cultural programming assistance, competition support

## **Volunteer support and motivation**

The primary motivation for the volunteers was their desire to be part of the event's organisation. Their strong sense of belonging to the culture eliminated the need for additional measures to boost their engagement.

## **Main challenges in project completion**

Since the volunteer programme was newly established, the goals were set modestly. However, the opportunity to observe and learn from other partners in the project, as well as share our own practices, proved to be incredibly valuable. The best volunteer award is something to seriously consider introducing.

Having the chance to witness one of Europe's largest sporting and cultural events from the inside is an unparalleled experience.







# Ukraine

<b>Project Title</b>	SUMY EXTREME STYLE 2021
<b>When?</b>	21 - 27 June 2021
<b>Where?</b>	Sumy, Ukraine
<b>Who?</b>	NGO YA Extreme style
<b>Website</b>	<a href="https://www.facebook.com/sumyextremestyle/">https://www.facebook.com/sumyextremestyle/</a> <a href="https://www.instagram.com/sumyextremestyle/">https://www.instagram.com/sumyextremestyle/</a>
<b>Coordinator info</b>	Kyrylo Burlaka, kerill.burlaka@gmail.com Kyrylo Orlov, orlov.ukraine@gmail.com

## Project stakeholders

Department of Youth and Sports of the Sumy City Council, Department of Youth and Sports of the Sumy Regional State Administration, Department for Child and Low-Income Person Protection contributed to the organisation of the sport event. USCVol project partners contributed to the creation of the volunteering toolkit and training module while Extreme Style Association members were sole contributors to the volunteering programme implementation (recruitment, selection, training, monitoring and evaluation).

## Beneficiaries

The project involved a team of nine individuals (volunteers) who come from single-parent families experiencing financial hardship. They are young people aged 16 to 32 years, approximately the same number of male and female volunteers were involved.

## **Funding**

All volunteer project expenses were co-financed by the Erasmus+ programme (necessary materials for volunteer training, beverages and food, local transportation for volunteers, work equipment/ uniforms and other logistic support during the festival). Sport festival Extreme Academy in which volunteers got to volunteer at was funded by the Sumy City Council's Department of Youth and Sports.

## **Project description**

Volunteer project activities and methodology:

- Recruitment - Volunteers were recruited via an online open call, online application form and phone interviews were conducted.
- Volunteer Training - The training encompassed various elements from as ice-breakers and energisers to fostering connection, familiarisation with the project and partner organisations, introduction to NGO establishment and funding, project development, and cost management. Additionally, there were brainstorming sessions on rules of conduct and problem-solving exercises conducted through simulations of event issues.
- Volunteer engagement tracking and evaluation - Volunteers were organised into task-specific groups and received guidance from a coordinator throughout the event. Informal evaluation took place during a post-event gathering, where everyone had the opportunity to reflect on the project, receive their Youthpass certificates, and enjoy themselves.

## **Volunteer involvement**

Extreme Academy prior to this project usually required the assistance of 15 to 20 volunteers. Since 2021 we have had a smaller festival due to the pandemic total of 12 volunteers applied to volunteer at the festival. Out of 12 applicants 9 remained available for participating in the project.

Gender distribution-wise, 5 volunteers were female and 4 male. Average age was 22. To recruit volunteers, an announcement was shared on both the organisation's and the event's social media platforms. Additionally, a formal request was made to the Sumy City Council's Youth and Sports Department to provide a list of individuals who would be a good fit for the project.

Applicants were then required to complete a Google Form as part of the application process. Subsequently, phone interviews were conducted, and ultimately, volunteers were chosen for the project.

## **Volunteer roles and responsibilities**

Volunteers were assigned job roles in 3 sectors; athlete registrations, stream and security.

Those assigned to registrations handled participant registration and provided information, while the volunteers recruited for security were responsible for maintaining order at the festival.

Volunteering took place throughout the entire day of the festival, starting from 9am to 10pm with several breaks for coffee and lunch throughout the day.

### Volunteer support and motivation

Prior to the start of the festival, volunteers underwent training and received detailed instructions. Each group had a designated volunteer responsible for monitoring their group's status. Any questions beyond the volunteer's capacity were escalated to the festival director.

### Main challenges in project completion

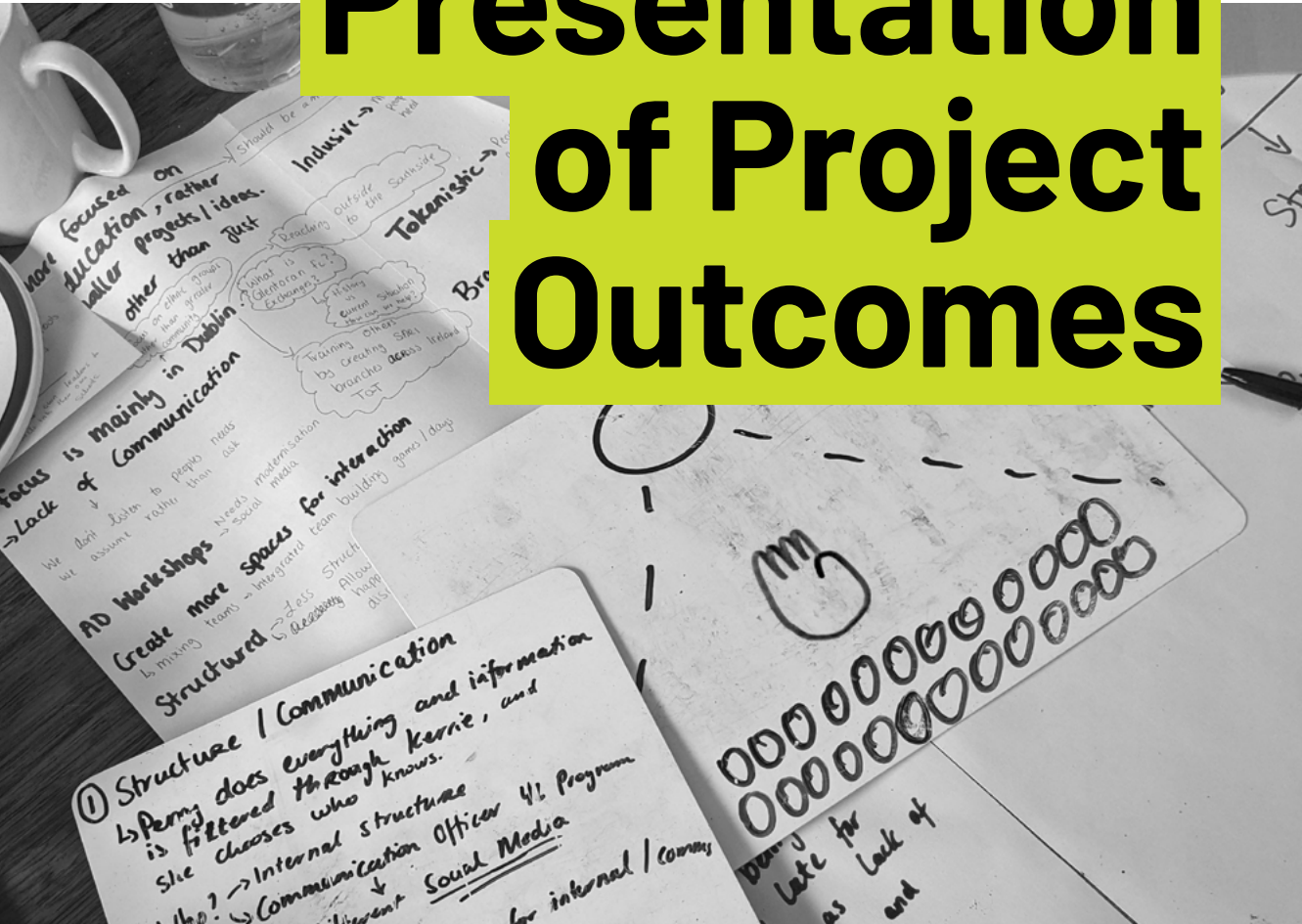
The training was well planned, resulting in a smooth volunteering experience without any significant challenges. The only notable issues were the intense heat and the occasional disorderly behaviour from the audience at the festival.





7

# Presentation of Project Outcomes



# Volunteer Training and Involvement at Project Partners' Events

NFE (Non-Formal Education) training programs were conducted by the USCVol project partners to provide volunteers with the necessary skills and knowledge in the field of sport event management. The training sessions were divided into three levels: NOOB, PRO, and GOD. Below is a consolidated summary of the training programs:

## NOOB Level:

Volunteers were introduced to the organisation's projects and events.

Training focused on the basics of volunteering, including definitions, rules of conduct, obligations, motivation and legislation related to volunteering in different countries.

Team-building activities were conducted to foster a sense of camaraderie among volunteers.

Volunteers learned about specific roles and responsibilities related to the events they would be involved in. Volunteers were provided with examples of how they can connect specific competences to potential work situations during the event.

Some sessions covered social media management, stage management, ticket and merchandise sales procedures, program scheduling, and event protocols.

### PRO Level:

Training delved deeper into the relevance of sport organisations and NGOs compared to other civil society associations.

Volunteers learned about NGO legislation, funding opportunities, and sponsorships. Financial structures of event budgets were explained, and volunteers were given practical exercises on creating events and volunteering programs.

Topics like problem-solving, goal defining, leadership roles, and collaboration with partners and media were explored.

### GOD Level:

The focus was on event management, covering planning, preparation, implementation, and evaluation phases.

Volunteers learned about budget management, volunteer coordination, staff hiring, marketing and promotion, communication, safety and security, and tax regulations. Practical exercises, role-playing games, and group activities were conducted to enhance learning and teamwork.

The main session involved the volunteers in organising sport events themselves, allowing them to apply their knowledge in a simulated environment.

Overall, the NFE training programs aimed to equip volunteers with the necessary skills and competencies to contribute effectively to sport event management. The training sessions covered various aspects, including volunteering, NGO establishment and funding, event planning, budget management, marketing, and safety. Through interactive and practical sessions, volunteers gained valuable insights and experiences that would benefit them in their future volunteering activities.



84 YOUTHPASS CERTIFICATES

114 VOLUNTEERS AT EVENT

9802 VOLUNTEERING HOURS

## **Croatia Pannonian Association**

The Pannonian Association, founded in Osijek in 2004, is best known for organising the Pannonian Challenge festival for over 20 years. As the largest regional festival of extreme sports and urban culture, this international sporting event offers a diverse program for guests, audiences, and athletes alike. Over the years, it has attracted more than 3,800 international athletes, engaged 1,000 volunteers, and entertained over 320,000 spectators.

Since 2010, the Pannonian Association has actively involved volunteers in the organization of the Pannonian Challenge. These volunteers, predominantly young individuals with an average age of 19, are often students residing in Osijek or from smaller cities and rural areas nearby.

Within the Pannonian Challenge volunteer community, 69% of those participating in the USCVol project were pursuing education, with 54% in high school and 15% in university. The remaining 31% were neither in education nor employed at the time.

## **Volunteering at Pannonian Challenge**

A total of 114 volunteers organised three editions of the Pannonian Challenge, an international urban sport festival featuring BMX freestyle, skateboarding, inline skating, music concerts, DJ performances, hip hop and graffiti jam, and an extreme photography exhibition.

The 2020 edition presented challenges that provided valuable insights into our work with volunteers. It was the first time the Pannonian Association had the opportunity to involve volunteers in comprehensive non-formal educational activities, and the response exceeded our expectations. Due to the pandemic, we had to reduce the number of volunteers and close the event to the public. This situation allowed us to gain valuable knowledge about our volunteer management practices. Despite having fewer volunteers, we successfully organised a three-day event with competitions in three disciplines. Volunteers received improved training and were better integrated into the organisational team. For the first time, the volunteer lounge area was connected to the organisational office, providing them with a first-hand experience of how a large sport event is run. Volunteers were also included in the awards ceremony instead of hostesses, adding value for both the association and the volunteers. We felt a sense of pride in having responsible young people take on a task that was broadcasted worldwide, while the volunteers experienced a sense of accomplishment.

In 2021, we faced the challenge of implementing protective measures to prevent the spread of the new coronavirus. Although we were able to recruit more volunteers compared to the previous year, the numbers were still lower than in previous years. Both the 2020 and 2021 events were postponed from their original dates in June to August when restrictions were more favourable for organising large-scale events. In 2022, we aimed to return to normalcy while maintaining a lower number of volunteers. Volunteers had the opportunity to contribute in 13 different organisational sectors, including info points, maintenance, social media and press, athlete registrations, hospitality, TV production, VIP services, and IT.

Not all volunteers were able to participate for the entire duration of the event, and not all met the requirement of 12 hours before and 12 hours after Pannonian Challenge. However, all volunteers had their hours recorded in the Volunteering Logbook. We celebrated their contributions with a volunteer party after each event and presented volunteer certificates and sponsor packages to the top 10 volunteers.

## **Volunteer retention**

Of the 114 volunteers who participated at Pannonian Challenge over three project years, 41 volunteers were retained. This includes 12 volunteers who stayed for all three years and an additional 29 volunteers who stayed for two years. Furthermore, 55 volunteers took part in non-formal education.

### **Inclusion in the labour market**

As a result of the project, a couple of volunteers were offered paid positions at Pannonian Challenge in 2022. Additionally, several volunteers either secured employment with Pannonian's service provider companies or became self-employed in fields such as hospitality industry, maintenance services etc.

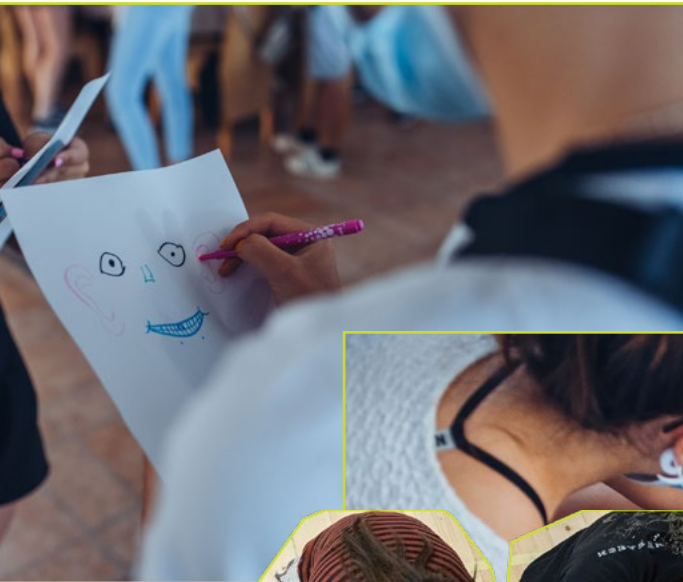
## **Croatian National Olympic Committee**

The Croatian National Olympic Committee (NOC Croatia) is the leading national non-governmental sports association. It affiliates national sports federations, local sports associations, and other relevant organisations involved in the development of sports and the Olympic Movement in Croatia. The NOC of Croatia collaborates with governmental bodies and non-governmental organisations associated with its activities. It holds memberships in various international sports organisations, including the Association of National Olympic Committees (ANOC), European Olympic Committees (EOC), International Committee for Mediterranean Games (ICMG), European Non-Governmental Sports Organisation (ENGSO), International Fair Play Committee (IFPC) and the European Fair Play Movement (EFPM).

The tasks of NOC Croatia are defined by the Sports Act, and they include promoting sports, participating in measures for sports improvement and development, fostering sport relationships with other countries and among athletes, organising scientific and developmental projects in sports, and more.

### **Role of the NOC in the project**

As an umbrella sport organisation, NOC Croatia played a supportive role in developing content for NFE training, designing the toolkit, and shaping the overall substance of the handbook.



VOLUNTEERS 15

508 VOLUNTEERING HOURS

## **Estonia** **Elamussport MTÜ**

Elamussport MTÜ (NGO) is the primary organiser of the Simple Session event series, a world-renowned action sports event series and a key contributor to the development of action and urban sports in Estonia since the early 2000s. With a history spanning 20 years, Simple Session is one of the longest-running action sports event series globally, with a strong focus on skateboarding and BMX, both of which are now Olympic sports.

Founded by brothers Risto and Mario Kalmre in 2000, the event series has evolved from a small-town competition into one of the largest and most prestigious contests worldwide. It attracts top athletes from over 30 countries, making it one of the most international action sports events in existence. Simple Session has been a platform for hosting numerous renowned BMX and skateboard athletes throughout the years, and each year the event's lineup surpasses the previous year's, cementing its status as one of the premier BMX and skateboarding contests. With approximately 180 professional bike riders and skaters participating annually, Simple Session ranks among the largest professional-class contests in the field.

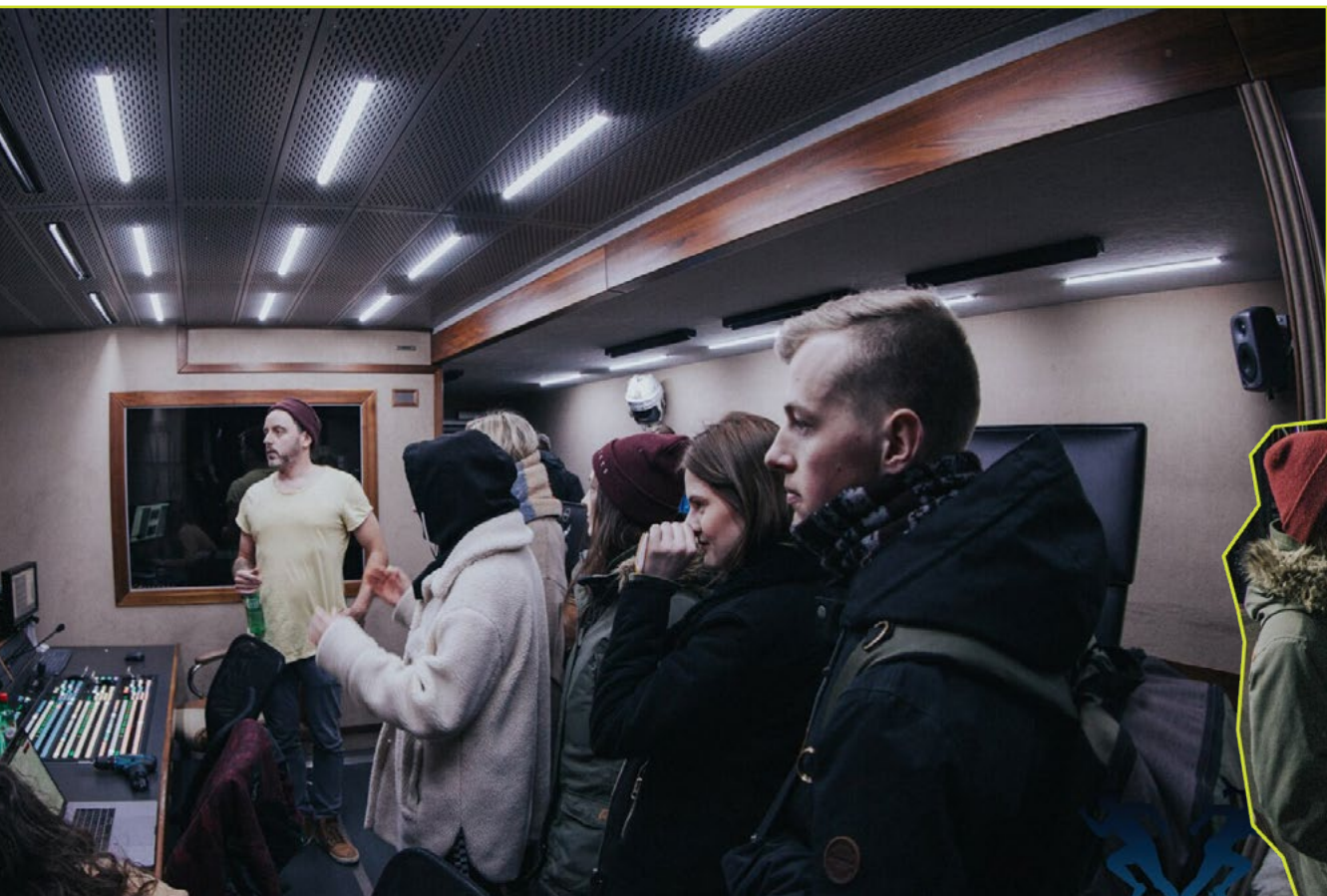
### **Volunteering at Simple Session**

Elamussport MTÜ celebrated the 20th anniversary of the renowned Simple Session skateboarding and BMX festival in February 2020. The event took place at the impressive Saku Arena in Tallinn, Estonia. A dedicated team of 7 volunteers contributed to the smooth organisation of the festival, gaining valuable insights into different organisation sectors. These volunteers actively engaged in 10-hour shifts

over a 3-day period, from 11 am to 9 pm. Their responsibilities encompassed athlete registrations and hospitality, social media management, press coordination, and visitor orientation.

In 2021, Simple Session relocated from Saku arena to the Põhjala district in Tallinn, Estonia, in response to Covid regulations and restrictions on indoor sports events. To ensure the continuity of the festival, we chose an exciting venue: an old rubber factory transformed into a cultural hub. This unique location allowed us to host contests both outdoors and indoors. The festival took place in June, and a dedicated team of seven volunteers contributed to the event's organisation. Over the course of four days, volunteers took on various roles, including setting up the event venue, assisting with athlete training, managing hospitality services, and facilitating athlete registration, press coordination, guest orientation, and Covid testing.

Simple Session 22 took place in June 2022, at the familiar Põhjala district venue. A team of 12 dedicated volunteers contributed to the organisation of the event, with seven of them completing NFE training. Their volunteering spanned across five days, covering official athlete practice, the main contest dates, an open day, and a girls' event. Building upon their roles from the previous year, the volunteers were entrusted with additional responsibilities to ensure the smooth running of the festival.





15 VOLUNTEERS IN NFE TRAINING

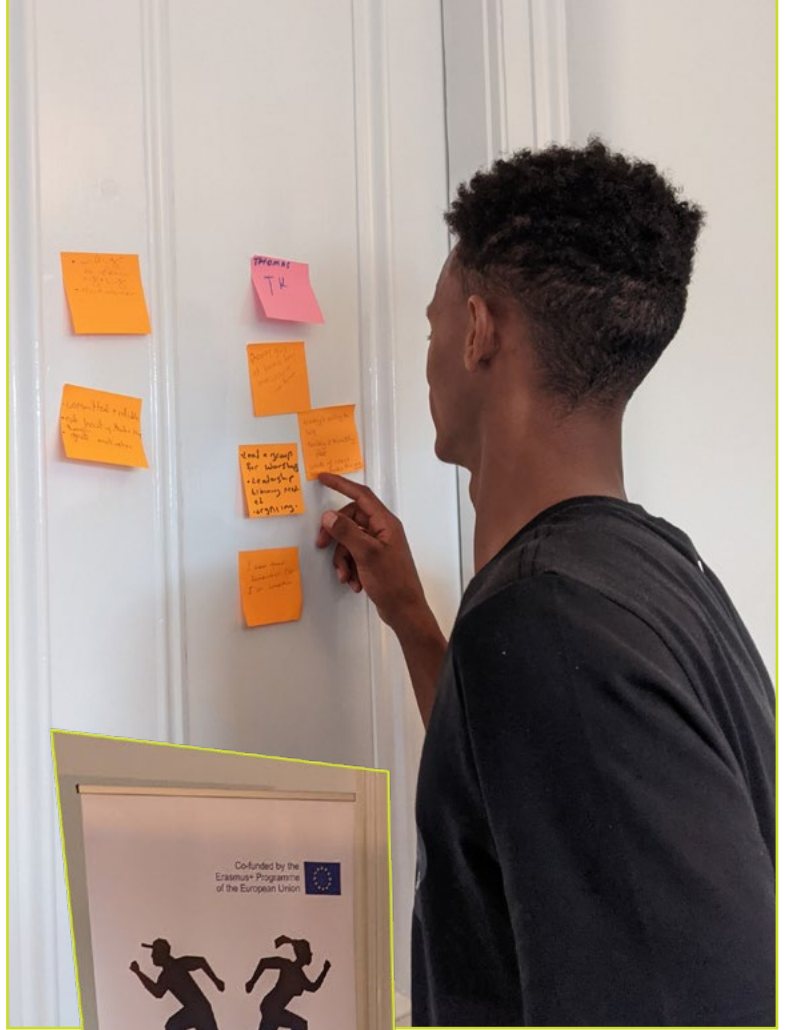
## Ireland Champions Factory

Champions Factory Ireland Limited (ChF IE), an NGO based in Dublin, focuses on innovating in the fields of sport, education, training, and youth. They are part of the Champions Factory International Network, with branches in London, Sofia, and Bursa. Their mission is to encourage interdisciplinary sport research, serve as a research hub for European sport researchers, and share research outcomes with academics, practitioners, and the public. The ChF IE team leads various sport entity trainings, emphasising youth empowerment, inclusion of socially excluded groups, and adapting sport programs for maximum inclusivity. They collaborate with sport, non-governmental, and educational institutions on a national level, particularly with Sport Against Racism Ireland, organising inclusive sport programs for migrants and refugees.

### **Volunteering at SARI events**

In collaboration with 'Sport Against Racism Ireland' (SARI), we provided an opportunity for their athletes and volunteers to participate in our project. The SARI Football tournament spanned several days from July to August, and our volunteers registered for specific days to support the event. Their tasks included COVID track and trace, team registration, distribution of refreshments, stewarding, communication with teams, refereeing, child protection assistance, social media management, score logging, and event setup and teardown. The volunteers played a crucial role in ensuring the smooth operation of the tournament and the enjoyment of all participants.





## Poland

### Regional Volunteer Centre Kielce

Regional Volunteer Centre Kielce is a highly active NGO in the Świętokrzyskie region of Poland. For over 15 years, their primary focus has been connecting aspiring volunteers with organisations in need and promoting volunteering. They play a crucial role in enforcing volunteering laws, sharing experiences, providing guidance, and encouraging action. The centre supports youth initiatives by offering workshops, training, and engaging in impactful international projects. Notably, they played a significant role in the construction of a skate park and pump track in Kielce, a project funded through the Kielce Civic Budget.

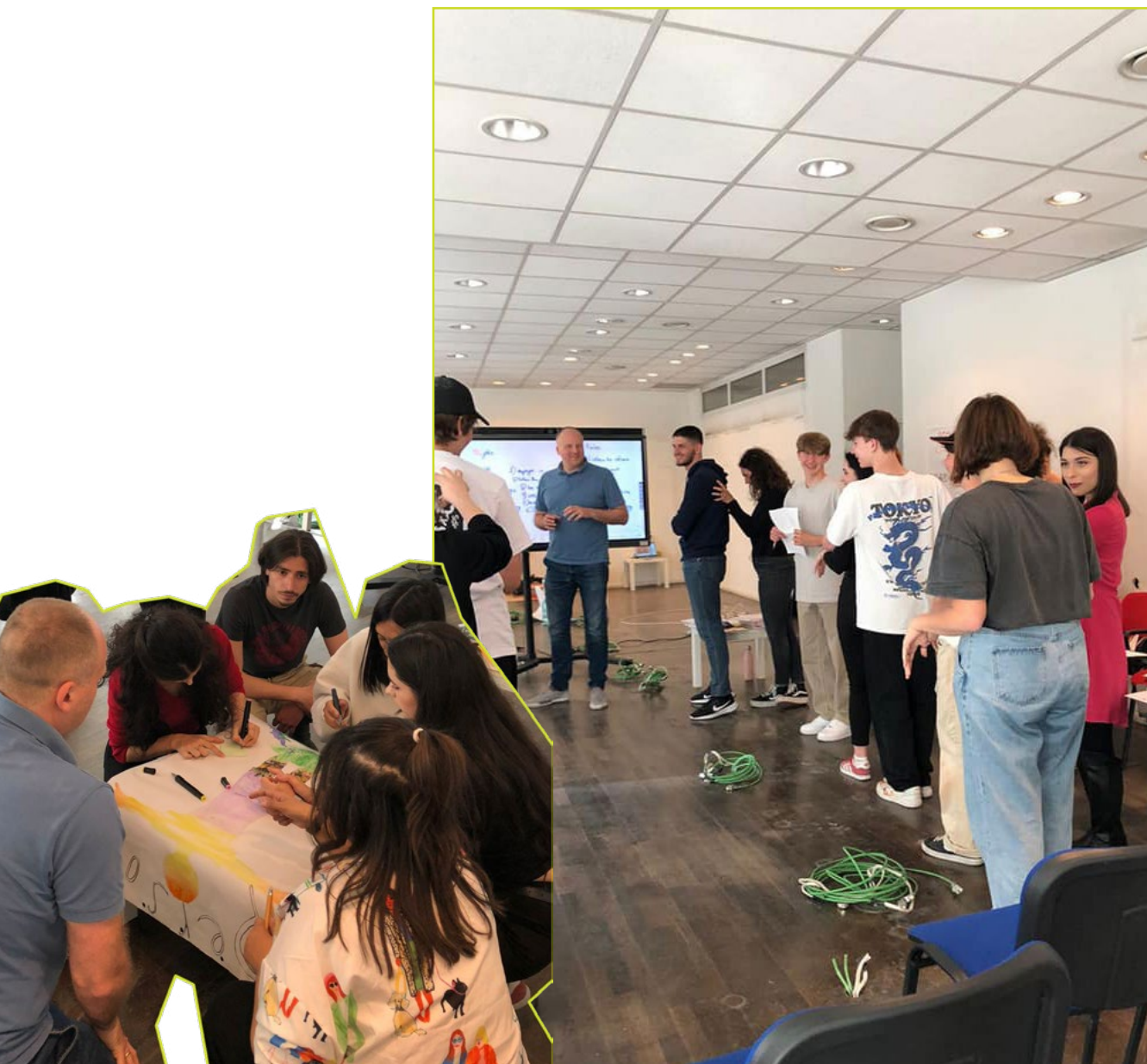
#### **Volunteering at sport events**

Volunteers who attended training sessions were given the opportunity to participate in the First Regional Scooter Jam held in September 2021, in Kielce. The event was made possible by Polonia Extreme and the Regional Volunteer Centre, with volunteers assisting in event setup and athlete registrations. The recent inauguration of a new skate park in April 2022, paved the way for larger and more exciting urban sports events in Kielce. These events provided volunteers with a chance to apply their training and gain practical experience in organising extreme sport contests. One notable event was the Polish National BMX Freestyle Championship in May 2022, organised by Domin Team Sport with support from the Regional Volunteer Centre as an intermediary for volunteers.

Kadzielnia Sport Festival is an annual urban sport event held in Kielce. Over two days in June, the Kielce Kadzielnia Nature Reserve becomes a hub of extreme sports,

art, and nature. Our dedicated volunteers played a crucial role in organising this event, which includes MTB downhill contests, extreme hammocking, rock climbing, ziplining, kayaking, silent disco, aerial shows, and more. From painting to hosting workshops for children, our volunteers ensured that both visitors and participants had an unforgettable experience during these two action-packed days.

Our group of volunteers eagerly participated in the organisation of the second Scooter Jam in July 2022. This exciting event took place at a newly constructed skate park and attracted over 80 riders from across Poland. Our volunteers played a vital role in athlete registration, hospitality, event setup, and maintaining the cleanliness of the skate park throughout the contest. Their dedication ensured a smooth and enjoyable experience for both participants and spectators.



16 YOUTHPASS CERTIFICATES

12 VOLUNTEERS

938 VOLUNTEERING HOURS

## **Slovenia** **Drustvo Foton**

The Foton Cultural Association was established in 2017 as a voluntary, independent, public, and non-profit organisation. Its purpose is to engage in cultural activities and promote sustainable principles to enhance the quality of life and spirit in modern society. One of its main projects is the Urbano Dejanje (UD) festival, which serves as a platform to showcase various aspects of urban culture in Ljubljana to a wider audience. The festival features musical performances, urban sport competitions, a fashion show, graffiti, and guerrilla crocheting, representing the creative expression of young people in the urban environment. While the festival primarily targets young people, visitors from all age groups and walks of life are welcome, aligning with its official slogan, "Connecting diversity."

Among the 12 volunteers involved in the project, several have immigrant backgrounds (Russian, Macedonian, Serbian), while others come from socially challenging situations, such as international students or individuals from low-income households in nearby small towns.

## **Volunteering at Urbano Dejanje events**

Over a period of three years, a total of 12 volunteers contributed to organising the Urbano Dejanje festival. In 2020, five volunteers were selected to participate in UD predstavlja. Each volunteer was assigned a specific role, including managing social media channels, assisting with stage setup, operating the ticket and merchandise booth, as well as handling ticket sales and implementing Covid-19 safety measures. Due to prevailing restrictions, the 2020 edition of Urbano Dejanje consisted of two events: MRFY & Masharik and Matter, both held in 2020, respectively, in Tobačna Street, Ljubljana. In between these events, non-formal education (NFE) training sessions were conducted, allowing volunteers to provide feedback and receive additional information to enhance their volunteering experience. This marked the first time that organised training was implemented for Urbano Dejanje volunteers, as previous volunteer orientation had been more casual.

For Urbano Dejanje 2021, we initially planned six events. However, due to COVID-19 restrictions, we were only able to fully execute three of them. These events took place in June and August. In June, we organised a combined event featuring Hamo & Tribute 2 Love concerts and a skate session. In August, we held an event with Wckd Nation & Vazz performances and a graffiti session. Finally, in August, the MRFY concert and guerrilla crocheting session revitalised Tobačna Street.

In 2022, Urbano Dejanje festival underwent significant changes. Due to the closure of a popular pub on Tobačna Street, which had been the previous venue for all UD events, alternative locations had to be found. This led to a collaboration with Zorica/Lok4cija, a suitable location situated at a small square near the city centre. Throughout the year, six volunteers dedicated their time to assist at nine events organised by Urbano Dejanje and their partners, including Muzika, BigNose, Sukanica, and Deepend. These events included concerts by Masaz, Planet Opal, Cratediggers, POP UP, breakdance battles, and a vinyl market, as well as performances by Soul, Jazz & Jaz, Masa, Saverio Celestri, and a graffiti session, both taking place in August. Additionally, there was a concert by Cene Resnik in August and Blaz Mencinger in September.

## **Volunteer retention**

Of a total of 12 volunteers, one person was retained for the entire project duration, 2 people have been retained for two years in a row, while nine were one-time additions to the team. All 12 volunteers went through NFE training prior to volunteering.



15 VOLUNTEERS

17 YOUTHPASS CERTIFICATES

141 VOLUNTEERING HOURS

## Ukraine Extreme Style Association

Sumy Extreme Style (SES) was founded in 2010 with the goal of creating a dedicated sport ground for street extreme sports in Sumy. Over the years, SES has evolved into regional competitions, attracting young athletes from various cities. In 2015, with the support of the British Council, a larger-scale event was organised, featuring over 50 athletes, and drawing a crowd of hundreds of spectators. The event showcased thrilling performances from BMX riders, inline skaters, and break dancers, captivating the audience with their impressive skills. As SES continued to grow, the association expanded its offerings to include a music programme and started involving volunteers in the event.

### **Volunteering at Extreme Style Academy**

The Extreme Style Academy was not organised in 2020 due to Covid-19 restrictions. The 2021 edition took place in Sumy, Ukraine in July. Volunteers played a crucial role in preparing the event, covering various aspects such as setup, sports competitions, music, marketing, and social media. In previous years, we had not involved volunteers in educational activities related to event management before the festival. Additionally, this was the first time we could provide our volunteers with all the necessary equipment for their work at the festival.

In early 2022, the war in Ukraine began, leading to the cancellation of all sport events in the city of Sumy, including the Extreme Style Academy. Many of our previous volunteers had to leave Ukraine due to unsafe conditions, and Sumy endured occupation for a period of time. However, as the situation began to calm down during the summer, we collaborated with the Ukrainian-Danish Youth House to plan activities that would draw attention to the young pillars of urban style culture.

The idea of organising a DIY graffiti event and filming a documentary emerged, providing much-needed encouragement for the Extreme Style association to combine urban culture and extreme sports. To ensure everyone's safety, we kept the exact dates of the event a secret and didn't share them publicly, despite the stable situation in Sumy.

Our volunteers had the opportunity to assist during the two-day graffiti event and participate in the filming of the documentary at the Sumy skate park, where the usual extreme sports contest takes place. They were involved in creating the mural sketch, helping the artists and event organisers with preparations, and participating in wall painting. Over the next few days, they took part in the documentary filming, with some of them being featured in the film due to their status as extreme sports athletes and showcasing their riding skills. As the event had a specific nature, volunteers were not assigned to specific sectors and rotated their tasks every hour.





**Personal, social and learning to learn competence – 100%**

**Citizenship competence – 100%**

## Impact

Impact was measured by recognizing and validating volunteer skills and key competencies in sport event management using Youthpass.

According to their self-assessment, volunteers noted improvement in the following 8 key competences:

**Multilingual competence – 97%**

**Digital competence – 59%**

**Mathematical competence and competence in science, technology and engineering – 56%**

**Entrepreneurship competence – 35%**

**Literacy competence – 32%**

**Cultural awareness and expression competence – 29%**

# Volunteer comments

*I was extremely pleased to participate and watch the efforts pay off in the end and how the venue set up is coming to an end with the works. I think we did a great job this year despite the difficulties that befell us. Now that the end is near, I'm sorry to be saying goodbye to the volunteering team. After almost a month, it is time for everyone to continue on their way. Until next year.*

*I just want to say that this experience has brightened up this stressful and somewhat boring summer for me. I thought I might regret signing up because I didn't know anyone, but I don't regret a moment because I met great people and made new friends. Although it was tricky because of this whole situation with COVID-19, I think that everything was done perfectly without any major difficulties and obstacles and that we all mostly followed the instructions. All in all, everything was great and I hope to be able to be part of the team again in the coming years.*

*At Pannonian, everything was great for me. The team was great as well and the atmosphere was great. I liked everything and it couldn't have been better if it had been better. Well done to us all! Thank you for everything.*

As

far as my experience for the most part everything is positive. My supervisor (Ariana) was very sensible, kind and I really liked that she gave people tasks that she saw as being capable of and that they could do great. My only remark would be on the position of the social media office, everyone was passing through it since it was right behind the stands, there was no air and I think it was the warmest place in the whole skate park. That wouldn't have been a problem otherwise, however, our job was such that we had to sit all the time and post, so it made the job a little tiring. Aside from the great heat, lots of bugs and other things that aren't a product of the Pannonian organisation, I don't think I have any objections.

I liked

that there weren't as many volunteers as previous years, we did a great job anyways, we managed to talk and we all hung out. As for my sector - athlete registrations, I didn't like that we weren't well organised (between each other). The first two days were good because athletes came mainly in time for the training, but for BMX we had a problem due to nervous athletes that needed to go through Covid protocol. I think the space set up for registrations was ok, but it should have been a bigger set up because of the prescribed measures. At times there were a lot of us in a small space since many athletes arrived at the same time. We did well because there weren't many applicants like in previous years, so we managed to do it as is. The overall impression is positive, although some MCs during the contest were a bit boring (except BMX). I liked that volunteers also had access to the organisation's parking.

# Handbook

You are holding it :)

## Volunteering App

The Volunteering App is a modular web platform for efficient event searching and volunteer coordination. It enables communication between various participants and serves as a recruitment source for active events. There are two types of profiles: event organiser and volunteer. Each event and volunteer has a dedicated profile page for better user insight. The app ensures high security for personal data storage.





**8**

# **Volunteer Program Toolkit**



Now that we have covered the theoretical aspects of volunteering, including its definition, support systems, main challenges, and showcased best practices in the USCVol partner countries, let's move on to the practical part. This toolkit aims to guide your organisation in effectively managing volunteers at urban sport and culture projects. It covers five key topics: volunteer program creation, recruitment and training, volunteer performance supervision, and volunteer retention. Each topic includes guidelines, tools and/or tips and tricks that can be tailored to your specific requirements.

## **1. VOLUNTEER PROGRAM CREATION**

To achieve annual goals, your organisation may need volunteers, particularly for organising sport events. Start by assessing the need for volunteers and planning their inclusion. Your volunteer program should address questions such as:

- Why do we need volunteers?
- How many volunteers do we need?
- Who will manage the volunteers?
- How do we fund the volunteer program?

Once you've answered these questions, consider what would attract volunteers to join your organisation. With this in mind, the next step is to create volunteer roles and responsibilities.

- What will volunteers be doing?
- Where and how should volunteers arrive?
- When and for how long are volunteers needed?
- What services/benefits/parking/uniforms are provided to volunteers?
- Which communication channels will be used?
- How will volunteer records be kept?

Create written role/job descriptions with task descriptions and required qualifications. Have this plan in place before making any public announcements, as interested volunteers may inquire right away, similar to ticket sales.

## 2. VOLUNTEER RECRUITMENT

Start recruiting volunteers once you have identified your organisation's needs.

- Create an online application form for volunteers to apply through.
- Develop a system for organising volunteer information.
- Issue an open call for volunteers, providing all relevant details about the event (date, available roles, program benefits, etc.).
- Advertise the open call on your organisation's website, local/national portals, radio, TV shows, etc.
- Enhance volunteer recruitment by creating enticing position descriptions with captivating titles that align with individuals' interests and skills.
- Actively invite people to volunteer!
- How to ensure you access your target audience to sign up for volunteering?
- To reach your target audience and encourage them to sign up for volunteering, advertise to organisations/institutions working with the target group, sending introduction emails and requesting their support in encouraging their members/protégés to apply, collaborate with local volunteering associations and organisations.  
For example, organise presentations about volunteering opportunities in schools, sport clubs, etc., and encourage young people you know that would benefit from volunteering to participate.

After processing and screening the applicants, prepare for interviews with preselected volunteers.

### Interview Guidelines

The interview is a crucial opportunity for the organisation and volunteers to get to know each other. It can be formal or informal, but it should have a purpose, structure, and cover important topics. It can be referred to as a "get together" to create a comfortable atmosphere for candidates, but it must be prepared meticulously to ensure its effectiveness as an essential part of the recruitment and selection process.

The interview helps determine whether to recruit the volunteer and, if so, the suitable tasks and benefits for them.

The interview helps the organisation select the right person for the job, while also providing the candidate with information and understanding to decide if they want to participate in voluntary work at the sport event and determine the specific role they would like to take on.

Before the interview, the interviewer should have collected basic information about the candidate from the application process, such as name, address, date of



birth, qualifications, and skills. The interview is an opportunity to gather specific knowledge about the candidate to match them with a suitable job/position within the organisation.

Conduct the interview in three phases.

#### Introductory Phase

Clarify the interview's purpose, explain the format, and inform the candidate about the allocated time.

#### Explanatory Phase

Provide the candidate with a brief overview of the organisation's work, the purpose and objectives of the sport event, the role of volunteers in the event, legal information related to volunteering (policies, contracts, insurance), practical details about volunteer expenses, expectations and commitment required, and information on training and support provided to volunteers.

During the interview, gather the following information from the candidate: their motivation for volunteering, desired role in the event, availability and any limitations (due to childcare, work, or school commitments), time commitment they can dedicate to volunteering, previous relevant experience, interests related to volunteering, and factual information such as name, address, and references.

#### Concluding Phase

Strive for a mutual decision on the volunteer's compatibility. Summarise the interview, reflect on key points discussed, and ensure confidentiality of the information shared. Inform the candidate about the decision-making timeline and how they will be notified of the outcome.

## **Tools**

### **Volunteer App**

Both organisations and volunteers can register on the platform. Organisations can create events, and volunteers can apply to volunteer at these events. The application includes a list of volunteer opportunities and facilitates volunteer management processes.

### **Volunteer Application Form**

Use this form to create a volunteer application for your organisation for a more exhaustive recruitment process.

## Urban Sport and Culture Volunteers

# Volunteer Application Form

### Personal information

First name:	
Last name:	
Address:	
Phone:	
E-mail:	
Personal website:	
Sex:	
Date of birth:	
Nationality:	

### Application

Applying for:	Volunteering at [name of the event]
Sector:	
Preferred position:	

### Work experience

Occupation/Position:	
Employer:	
Main Activities and Responsibilities:	
Dates:	From:                      To:

## Education and training

Qualification awarded:	
Education or training organisation:	
Principal subjects covered or skills acquired:	

## Personal skills

Mother tongue:	
Other languages:	Understanding Speaking Writing
Communication skills:	
Organisational/managerial skills:	

## Additional information

Volunteer experience:	
Projects:	
Memberships:	
References:	

## **Interview Records and Assessment**

Utilise these sample interview questions during the entire volunteer recruitment process, from initial informal discussions to formal application and assignment to a specific position.

### **Urban Sport and Culture Volunteers**

# **Interview Records**

(To be used by the interviewers of the candidates for volunteering at the event)

### **Information about the interviewer**

Name:	
Position in the organisation:	
Date of the interview:	
Time of the interview:	Start:                      End:

### **Interview questions**

1. What is your full name and what would you like me to call you?

First name:	
Last name:	
Title:	Mr / Mrs / Ms / Miss / None

2. What motivated your decision to volunteer for [name of sport organisation]?

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3. What do you know about [name of sport organisation]?

--

4. What do you expect to gain from volunteering at [event name]?

--

5. Tell me more about yourself beyond what you have already stated in your application. In addition to your mentioned interests, what else would you like to

share about yourself?

6. How much time are you able to dedicate to voluntary work? Are there any limitations or constraints on your availability, such as childcare responsibilities, work commitments, travel, or other factors?

7. What skills and knowledge can you bring to the event?  
(Ask for information about applicant's relevant knowledge and skills as a volunteer for the event.)

*For example:*

- *Are you proficient in MS Office?*
- *What Excel functions are you familiar with?*
- *Have you used Google Sheets before?*
- *Can you manage social media accounts? Which platforms do you use personally?*
- *How would you rate your English (or another language) speaking skills? Can you describe a room in English?*
- *Have you ever given a public speech? How did you feel about it? Were you able to overcome nervousness? Would you be comfortable doing it again?*
- *Are you capable of performing household tasks, such as sweeping floors?*
- *What type of work do you see yourself doing at the event?  
Do you prefer working independently or as part of a team? (Discuss potential volunteer positions and assess the alignment of your interests, qualifications, and availability.)*

8. What are your expectations or desired outcomes from this experience?

Interviewer's comments:

# Interviewer's Assessment

(To be completed after the interview)

## Appearance:

- Poised and neat
- Acceptable
- Not Acceptable

Comments:

## Reactions to questions:

- Helpful, interested, volunteered information
- Answers questions
- Evasive
- Confused

Comments:

## Disposition:

- Outgoing, pleasant, confident
- Reserved
- Withdrawn, moody
- Suspicious, antagonistic

Comments:

## Interpersonal Skills:

- Adept at dealing with others
- Relatively at ease with others
- Uncomfortable

Comments:

**Physical Restrictions:**

- Yes
- No

Comments:

.....

**Recommended action by the interviewer**

- To be considered for following positions:

1.....

2.....

Comments:

.....

- Hold in reserve for the following position(s):

1.....

2.....

Comments:

.....

- Investigate further

Comments:

.....

- Not suitable for the sport organisation at this time

Comments:

.....

Avoid making immediate decisions when considering a volunteer for your event, even if you believe they are a suitable candidate. Taking time allows for reflection and gives the candidate an opportunity to consider the commitment. Given that you likely have multiple candidates to interview, it is best to defer the selection process to a later stage.

Once a decision has been made and candidates have been chosen, provide them with the opportunity to accept or reject the offer. Inform them about the subsequent steps, such as training sessions, paperwork, and other requirements, if they accept.

It is crucial to provide feedback to unsuccessful candidates, explaining the reasons for not selecting them. This could be due to a high number of applicants for limited positions or specific requirements for certain skills or experience levels. You can convey this information through various means, such as phone calls, emails, or letters.

### **3. VOLUNTEER TRAINING**

Once you have selected your volunteers it is important to provide them with training. A volunteer training program demonstrates how volunteers contribute to your mission. Start with an informational orientation as the initial step, providing an overview of your organisation and expectations. Orientation is part of a comprehensive training program. Once volunteers understand your mission, work processes, rights, responsibilities, and legal aspects of volunteering in your country, focus on developing their skills and knowledge to better support your organisation. Incorporating quality non-formal educational training before practical volunteering is an excellent way to motivate your volunteers further.

A well-planned volunteer training can also:

- Increase confidence: Orientation and training help new volunteers develop confidence in their work.
- Decrease risk: Clear procedures and guidelines from the start reduce the risk of future problems, saving resources and preventing misunderstandings.
- Strengthen public image: Well-informed volunteers represent the organisation in public, enhancing its image.
- Improve volunteer retention: Cultivating motivation and enthusiasm from the beginning reinforces volunteers' commitment, increasing the likelihood of retention and potential future employment.



## TIPS & TRICKS

- Excite volunteers by promoting organisational team spirit.
- Showcase the impact of volunteer efforts, such as the number of volunteers, completed projects, donated hours, and share photos of volunteers in action to highlight outcomes.

## Tools

### **NFE training module**

The USCVol training program was specifically designed to cater to a common motivator among young volunteers in sports and cultural events – their eagerness to understand the event organization process. This non-formal education (NFE) training aims to improve volunteers' event management skills and key competencies, ultimately increasing their employability in the job market.

# NFE training

## From NOOB to GOD

### DAY 1: NOOB

#### SESSION 1: INTRODUCTION

**80 minutes**

GOAL: Fostering connections and building a cohesive group to increase volunteers' comfort when engaging in collaborative tasks involving sharing opinions.

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#### Event and Training Intro

10min

##### Description

At the start of the training, trainers briefly introduce themselves to volunteers and present the goals of both the training module and the sport event where they will be volunteering.

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#### Face Drawing (name game)

10min

You will need: colouring pen, set sheets of paper

Number of participants: 6 to 20

##### Description

Distribute a piece of A4 paper and a pen to each player. Ask them to write their name at the bottom of the paper. Instruct everyone to walk randomly in the room until you say "stop." Everyone should pair up with someone nearby. Have the pairs exchange their papers. Instruct them to draw the other person's eyes. Then, have them exchange the papers again, until each person has their own paper with their name. Repeat these steps for all facial parts (nose, ears, chin, hair, facial hair, and accessories). Finally, collect the papers and use the drawings to decorate the sessions' venue, as they are bound to provide amusement.

## Variations

Instead of drawing faces, you can use question prompts such as “What is your favourite food?”, “Do you love to travel?”, “Do you have pets?”, and so on.

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## Talking Wheel

20min

You will need: list of discussion questions, a stopwatch

Number of participants: 6 to 20 (even number)

Introduce the exercise to the volunteers as a means of exploring and discovering each other’s values.

Ask volunteers to form two circles: an inner circle and an outer circle, ensuring that each circle has an equal number of volunteers. Instruct volunteers from the outer circle to pair up with those from the inner circle. Explain that you will read out questions or statements for them to discuss with their partner for one minute. Include questions that prompt reflection on their previous volunteer experiences and their motivations for joining the project.

After the one-minute mark, have the other partners speak on the same topic for one minute. The two circles will engage in simultaneous discussions. If the inner circle starts the conversation first, the outer circle will begin with the subsequent question. After each question, the outer circle will shift one step to the right, resulting in new pairings. The exercise concludes either when all the questions have been asked and each volunteer has spoken for one minute, or when the initial partners face each other again, signifying the completion of the round. Emphasise to the volunteers that they should refrain from speaking, questioning, or interrupting while their partner is speaking, as their turn will follow immediately after. Additionally, inform them that they have the option to decline answering any specific question.

Below are a few sample questions. Choose from these or add others based on the age and diversity of the volunteer group:

1. What is your name? Does it have a special meaning? How do you feel about it?
2. List three positive characteristics about yourself. What do you appreciate about yourself?
3. What would you say is your biggest flaw? Is this something that others tend to notice in you?
4. Do you hold any prejudices? What might have influenced or shaped them?
5. What do you consider to be your most significant achievement?
6. Describe a recent situation that made you feel sad, angry, or upset. How did you respond?

7. Who is someone you admire, respect, or particularly like? Why do you feel this way about them?
8. What are two activities or hobbies that you enjoy doing for fun?
9. Why did you choose to volunteer for this event? Have you volunteered before? If so, what experiences have you had?
10. What are your expectations for this volunteering experience?

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## Tower of Cups

20min



You will need: 5 to 7 equal size plastic cups (without handles) per group, rubber bands (sized to fit around one plastic cup) OR one rubber band and pieces of string (adjust number of rubber bands and pieces of string according to the number of players/groups), one large piece of paper per group

For up to 4 groups of max. 5 players (adjust accordingly).

### Preparation

Cut 5 pieces of string (number of strings should correspond to the number of players in a group), each measuring 60 cm in length, for each group.

Tie each piece of string to a rubber band, spacing them evenly apart, creating a formation resembling a five-legged octopus.

If using rubber bands only, loop five individual bands around a single band placed around a plastic cup. (Number of looped rubber bands should correspond to the number of players in a group.)

### Activity

Arrange the group in a circle and place a large piece of paper at the centre. Scatter the cups, rim down, onto the paper. Instruct the group to work together to construct a tower using the cups, but without touching the cups with their hands or any other part of their bodies, even if a cup tips over. Instead, each person must hold onto one of the strings attached to the rubber band (or hold the rubber band with one finger if using rubber bands). The group can only utilise the rubber band octopus to pick up the cups and stack them on top of each other by pulling and releasing the strings on the rubber band to secure them around the cups. The game concludes once all the cups are stacked to form a tower.

### Discussion

Start a conversation about the activity. Discuss what needed to be done and any challenges the group encountered. Prompt questions such as why teamwork was crucial and which skills contributed to the activity's success.

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## Minefield

20min



You will need: sufficient space to set up the field, multiple lightweight soft objects for obstacles (such as coloured papers, plastic cups, bottles, foam balls, etc.), and blindfolds

Number of participants: up to 4 groups of max. 5 people

### Description

Setup: Scatter “mines” (large paper cups, empty plastic bottles, cones, soft foam balls, etc.) in various locations throughout the space. Divide the volunteers into groups (or pairs for a smaller number of volunteers).

There are two roles: the guide, who can see and talk but cannot touch or enter the minefield, and the blindfolded person who needs to navigate through the minefield. Have the groups (or pair) assign the roles at their own discretion and distribute the blindfolds accordingly. Allow a few minutes for each group (pair) to plan and prepare their communication strategy. Then, have all groups (pairs) gather at one end of the minefield.

As you facilitate the activity, aim to inspire the participants and emphasise the significance of trust and safety. Foster a serious environment where everyone is focused.

Once everyone is wearing their blindfolds and prepared, announce “Go!” to begin the activity. The blindfolded person should remain silent and listen attentively. The guide can only communicate using the agreed-upon verbal strategy.

After a group (pair) successfully reaches the other side of the minefield, switch roles and repeat the process, giving the guide the opportunity to experience following instructions as well.

The objective is for each blindfolded person to safely navigate from one side of the field to the other, avoiding contact with the “mines.” To accomplish this, they must rely only on the verbal guidance provided by their guide.

### Note

Take care to prevent blindfolded individuals from colliding with each other by walking around and helping to maintain separation. Introduce a penalty for touching a “mine” to add challenge and accountability. This penalty could involve a time delay, loss of points, or, in the worst case, a restart of the activity.

Consider encouraging groups (pairs) to develop their unique communication system. When they switch roles, provide them with review and planning time to refine their communication method.

Respect the preferences of individuals who choose not to participate as blindfolded individuals. Avoid forcing anyone to wear a blindfold if they are uncomfortable with it.

Conclude the activity with a debriefing session, allowing for reflection. Ask the pairs to share what they have learned from the experience.

## **SESSION 2: VOLUNTEERING AND KEY COMPETENCES**

**80 minutes**

GOAL: Introduce volunteers to the definition and significance of volunteering, along with their rights and responsibilities under national law. Explain the purpose of volunteer training and the volunteering experience, highlighting the 8 Youthpass key competences. Emphasise the purpose of non-formal education (NFE) training, in particular:

- development of skills and knowledge to enhance employability
- recognition of skills and knowledge acquired by volunteering through Youthpass

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### Volunteering is...

60min

You will need: paper and tape OR post-it notes, pens, flipchart OR large pieces of paper, presentation, projector

Definitions of volunteering from various sources

Print or write down different definitions of volunteering on paper. Cut out the words from each definition and hide them throughout the room. Instruct volunteers to search for the words and assemble them into complete definition sentences. Once complete, tape the sentences to the wall. Start a discussion with volunteers about the final definitions, as a lead-up to the next task.

Importance of volunteering

Place three large papers on the floor, labelled as Person, Society, and Organisation. Have each person in the group write down reasons why volunteering is important for each category on sticky notes and place them next to the respective title.

Start a discussion with volunteers about the significance of involving volunteers in

sport event organisation, emphasising how it relates to motivation for volunteering.  
Volunteer rights and responsibilities

Arrange the group in a line. Explain that you will be reading statements or asking questions. Instruct participants to take a few steps forward if they agree, i.e., if their answer is 'yes' or stay in line if they disagree, i.e. if their answer is 'no.'

Prepare questions and statements related to volunteering, such as:

1. Should volunteering be a paid activity?
2. Can a volunteer be treated the same as paid staff?
3. Should profit organisations actively seek volunteers?
4. Is volunteering a worthwhile investment of time?
5. Have you personally benefited from someone's volunteer work?
6. I have the right to be acknowledged through recognition and awards.
7. I am obligated to clearly communicate my limitations and capabilities.
8. A volunteer coordinator can refuse the services of an unsuitable volunteer.

Allow the group to engage in a brief discussion about their reasons for taking a particular stance on each question/statement and provide the correct response.

---

## 8 Key Competences

20min

You will need: paper, pens, projector

Introduce the 8 key competences and the importance of self-responsibility in learning. Encourage volunteers to pursue the competencies they are interested in and explain how their learning can be validated through the [Youthpass](#).

After establishing the skills within each competence category, have volunteers write a letter to their future selves. In the letter, they should include what they would like to learn and achieve during their volunteering experience. The letters should be kept by the volunteer coordinator and returned to the volunteers at the end of their volunteering period for reflection of their learning journey.

Mention the [ESCO](#) (European classification for Skills, Competences, Qualifications and Occupations) as a tool that can be used to link basic and additional skills and knowledge to specific job positions.

## **SESSION 3: RULES OF CONDUCT AND INTRODUCTION TO ORGANISATION SECTORS**

**80 minutes**

GOAL: Volunteer orientation: familiarising volunteers with the rules of conduct, providing detailed information about volunteering at the event, and introducing volunteers to the various organisational sectors that contribute to the event's success.

---

### **Musical Chairs**

*Energiser*

10min

You will need: chairs, fun and upbeat music, speakers

Arrange chairs in a circle, one less than the number of players. Instruct players to run or dance around the chairs while the loud, upbeat music plays and to find a seat when you stop the music. The player without a seat is eliminated. Remove one (or two) chairs after each round.

#### Variations

To make the game more exciting, set up the chairs randomly at one end of the room while the players dance or jump around at the other end. When the music stops, they must sprint to find a chair.

---

### **To be a volunteer**

30min

You will need: presentation, projector

Present the comprehensive work plan of the event to the volunteers, including the program schedule, event map, and the involvement of different organisational sectors. Explain the established channels of communication and provide information on reporting procedures. Discuss safety and security measures in case of emergencies. Provide a detailed overview of the volunteers' tasks and roles, as well as the evaluation and reward system for their work.

#### Note

Encourage volunteer questions.



---

## World of Images

40min



You will need: post-its (various colours), 8 to 10 black and white photographs of team members who will assume the volunteer manager role at the event

### Preparation

Print 8 to 10 photographs of organisation team members volunteers will encounter, including volunteer managers and other important individuals from various backgrounds (e.g., IT manager, social media manager, infrastructure manager, marketing manager). Include a few pictures of public figures participating in the event, such as award ceremony presenters.

Place the photographs in different corners of the room, utilising the floor, soft board, flipchart stands, or walls. Place post-it blocks and pens around each photograph.

### Presentation

Instruct volunteers to examine the photos and write one or two descriptive words for each person, along with a guess about their role in the organisation.

Encourage volunteers to counter others' descriptions with alternative ones, fostering a silent discussion for each photograph. Once all the photographs have been described, present the people in the photos and share the group's descriptions, highlighting any stereotypes that were used to describe what was seen in the photographs.

### Debriefing questions

What did you learn from the activity?

What influences our initial impressions of people?

What are the first things we notice about a person from their photograph?

How much information can we gather about a person from their photograph?

### Variations

Two photographs of the same person but in a different setting.

## SESSION 4: EVENT VENUE TOUR

80 minutes

GOAL: Introducing volunteers to the event venue to facilitate a clearer understanding of event operations.

---

### Sheriff Game

*Energiser*

10min

6 to 20 participants

Have volunteers form a circle. Choose one person to be the “Sheriff” and stand at the centre of the circle. The Sheriff should either spin around and point at someone or shout out their name. The selected person should crouch while those on either side of them “fast draw”. The slower volunteer is eliminated. The game progresses until only two volunteers remain, and it concludes with a cowboy duel.

Announce a shooting number for the finalists. They move away from each other with their backs turned, and when the number is randomly announced (e.g., in a sequence like 5, 14, 7, 8, 6), they quickly turn around, shout “Bang!” and engage in a shootout.

---

### Tour of venue

60min

You will need: event venue map

Bring the volunteers to their designated volunteer locations and ask them to compare the actual venue with the event map that was presented earlier in the day.

## DAY 2: PRO

### SESSION 1: NGOs and Sport

80 minutes

GOAL: Understanding the societal impact of sports organisations and their unique characteristics compared to NGOs and companies.

---

#### Balloon Game

*Energiser*

10min

You will need: cord and balloons (one per person), upbeat and lively song, speakers

Instruct players to attach a balloon around their ankle using a cord, ensuring the knot holding the balloon is secure. Once ready, the group mingles, and when the trainer starts the game, players are to begin popping each other's balloons using only their legs while protecting their own. If a player's balloon is burst, they are eliminated. Play an upbeat and lively song in the background.

---

#### Counting

*Splitting Game*

5min

Divide the volunteers into three groups using a simple counting game. Ask the volunteers to form a line or a circle and count to three out loud, with each volunteer saying only one number in succession. The first group will include those who say '1', the second group of those who say '2', and the third group of those who say '3'.

---

#### Group research

25min

You will need: Internet access, laptop or smartphone per group, pens, papers for taking notes

Instruct volunteers to research the values, mission, activities, and societal impact of:

Group 1 - three companies.

Group 2 - three sport clubs.

Group 3 - three youth NGOs.

---

## The societal impact of sport organisations

30min

You will need: paper tape, prepared facts for each of the statements, presentation on sport organisations

### Preparation

Divide the room with a line using paper tape. Mark one side of the room with a ☒ symbol to represent disagreement, and the other with a ☑ symbol to represent agreement.

### Instructions

After a statement is read, volunteers should position themselves relative to the line to indicate their level of agreement or disagreement. The closer they are to the line, the stronger their agreement or disagreement, and vice versa.

Each volunteer answers the statements based on their research on an organisation, such as a company, sports organisation, or NGO.

### Statements

- The organisations you represent prioritise positive social impact over profit.
- The organisations you represent rely on sales of services or products.
- Generally, volunteer participation is common in the organisations you represent.
- The members of the organisations you represent receive a share of the profit.
- The mission and values of the organisations you represent are highly regarded and strictly upheld.
- The organisations you represent typically provide a range of public services.
- The organisations you represent play a role in driving economic growth by influencing labour quality, productivity and physical fitness of the workforce.
- The organisations you represent help balance the structure of tourism offerings.

### Discussion

Instruct volunteers to position themselves based on their chosen stance after each statement and engage in discussions facilitated by trainers. Trainers are to provide factual information at the end of the discussion. They also provide an overview of the various legal structures that sports organisations can adopt, highlighting the differences between professional football clubs and small local clubs. They clarify

the distinction between sport clubs and sport/youth organisations. Emphasis is to be placed on the values and mission of sport by addressing the question of why sport is important. [Additionally, volunteers receive a 'What's Your View' quiz from the Fit for life publication to encourage reflection on their perspectives. This entire process can be conducted as a presentation.](#)

---

## NGO registration

10min

You will need: timeline flipchart, cut outs for the registration process, tape

Go through the steps of NGO registration process in your country using the following topics as a guideline: idea, founders, statute, founding assembly, request for admission, opening of bank account etc. Provide paper cutouts with written steps and have volunteers place them in the correct order on a timeline drawn on the flipchart. Allow a maximum of 5 minutes for this task, adjusting the time as needed. Provide additional explanations on specific details such as legal regulations and tax obligations if requested or as part of a more comprehensive training session.

## **SESSION 2: GOLDEN CIRCLE**

**80 minutes**

GOAL: Discover the purpose, operations, and offerings of sport organisations, including the creation of mission statements for sport NGOs and the development of sport event concepts.

---

## Copy Cat Game

*Energiser*

10min

You will need: energetic music, speakers

Have one volunteer exit the room, and the remaining participants form a circle and select a leader for a movement game. The leader is to initiate moves to be imitated by the rest of the group. Play energetic music to set the rhythm. The one volunteer is to re-enter and stand in the middle of the circle, attempting to guess who the leader is. The leader is to continuously change the moves to make it challenging. Once the guessing volunteer identifies the leader, they swap roles, and the former leader exits the room while the game continues.

---

## Golden Circle by Simon Sinek

40min

You will need: laptop, projector, 3 flipcharts, pens, markers

Ask volunteers to name a few globally recognized individuals from diverse backgrounds who inspire them (e.g., J.K. Rowling, Michael Jordan, Nelson Mandela, Steve Jobs, etc.). After gathering several names, prompt them to identify commonalities among these individuals. Encourage them to make connections to their answers in a way that it is clear that all these people think, act and communicate differently from others. Following this discussion, present the theory of the [Golden Circle](#).

You can play a brief video explaining the theory ([Start with why](#)) to enhance the volunteers' understanding.

After the presentation, have volunteers regroup based on their research, and create a golden circle and name for their sport NGO.

- "Why?" refers to the purpose or objective of a mission.
- "How?" refers to the methods or approaches aligned with values.
- "What?" refers to the specific activities or tasks being performed.

Have volunteers sketch their sport NGO on flipcharts and present it.

---

## Keep or Kill

30min

You will need: NGO flipchart papers from previous exercise, post-its (various colours), markers (various colours)

Get ideas flowing with a brainstorming activity based on the discussion on mission statements and sport organisations:

1. Set a time limit of 15 minutes.
2. Split volunteers into pairs.
3. Instruct each pair to come up with as many ideas for sport competition/event concepts as possible.
4. Provide each pair with post-its and coloured markers.
5. Encourage them to jot down their ideas on the post-it.
6. Emphasise that there are no wrong ideas and that all ideas are welcome.
7. Instruct them to stick their post-it on the sport NGO flipcharts.
8. Offer a prize for the pair that contributes the most ideas.



9. Identify the winning pair through post-it and marker colour combinations.
10. Make the activity fun and engaging to stimulate idea generation.

Remember, the primary goal is to get ideas flowing, so create an open and supportive environment where volunteers feel encouraged to share their thoughts.

At the end of the 15 minutes, the flipcharts will be full of ideas. Go through the ideas as a group and conduct a group Keep or Kill vote for each idea. Kill only the unanimously vetoed ideas, and keep the rest. Remember, even half-baked ideas can lead to better ones later on. The kept ideas can be further developed and refined in the upcoming session. Use the session to develop project ideas and establish a common understanding across different realities.

#### Note

Start the activity with a brainstorming warm up, such as rules for a creative environment:

1. Nobody is wrong, no idea is crazy.
2. There are no automatic vetoes.
3. Everything is worth writing down.
4. Use the positive in each idea.

## **SESSION 3 : FINDING FUNDS**

**80 minutes**

GOAL: Researching funding options. Developing project funding skills.

---

### Finding funds

20min

You will need: Internet access, laptop or smartphone per group, pens, papers for taking notes

Have volunteers form teams based on previous sessions, and each team research potential funding options.

This exercise aims to improve volunteers' research skills to find funding options for their NGOs.

Trainers can facilitate the process by asking questions like:

How did you begin your research?

How can you enhance your effectiveness and efficiency?

---

## World Café

15min

You will need: 5 flipcharts, pens, markers, presentation on funding opportunities

After completing their research, teams are provided with flipcharts containing specific questions. Each flipchart is dedicated to a single question, which are as follows:

1. What activities would you undertake to secure funding internally?
2. What funding opportunities exist within your local area?
3. What funding opportunities are available at the national level?
4. What funding opportunities exist internationally?
5. EU Funding: How can you access funding from the European Union?

Give teams a time limit of 2-3 minutes to record their answers on each flipchart, using the information gathered during research. They are to then rotate to different flipcharts and repeat the process for each question within the given time.

---

## Funding opportunities

10min

You will need: laptop, projector, presentation on funding opportunities

Trainers deliver a presentation on funding opportunities and compare them with the answers provided by the volunteers.

Include a case study on funding strategies, best on an example from your own sport event.

---

## Personal SWOT analysis

5min

You will need: laptop, projector, SWOT analysis of a sport organisation, personal SWOT analysis handouts

Explain the principle of analysis on the example of your sport organisation. Instruct the volunteers to complete a personal self-assessment in the form of a SWOT



analysis. Instruct them to list their own strengths, weaknesses, opportunities and threats.

This exercise will help them identify their individual abilities and areas for improvement, enabling them to take on different roles during the subsequent debate.

---

## Advocacy and lobbying debate

30min

You will need: definitions, examples of activities and outcomes of advocacy and lobbying, strategies and qualities of good advocates

Debate (15min)

This debate focuses on understanding the concepts of advocacy and lobbying. Volunteers are asked to:

- Define advocacy and lobbying.
- Identify 2 or 3 activities or strategies that can be considered as lobbying.
- Mention 2 or 3 outcomes or changes that can result from effective advocacy.

Trainers should ensure that volunteers point out key or common words that emerge from group responses. They can then lead the discussion on these keywords, providing information about advocacy, policy makers, and the purpose behind it. [They can also give examples of successful advocacy campaigns, such as the This Girl Can campaign.](#)

Additionally, discuss the qualities that successful advocates and lobbyists possess. Encourage volunteers to check if they have any of these qualities listed in their personal SWOT analysis matrix.

Group work (15min)

Instruct volunteers to form groups and choose one of four strategies to deliver a message about their newly created sport NGO:

- Person-to-Person: Practice face-to-face discussions to convey their message.
- Print: Write a letter to decision makers advocating for their NGO.
- Electronic: Record a radio or TV report to broadcast their message.
- Press Conference or Small Event: Sketch a scenario for a small public event to present their NGO's message.

### Note

Highlight practical examples of how various tools can be utilised to secure funding for sport projects.

## **SESSION 4 : FUND ME**

**80 minutes**

GOAL: Teaching volunteers to prepare project proposals, including project application form and pitching skills.

---

### Dance, Dance, Dance

*Energiser*

10min

You will need: music, speakers

Volunteers form a circle around the trainer and mimic the trainer's funny dance moves. After 15-30 seconds, the trainer selects a volunteer and brings them to the centre. The trainer then takes the volunteer's place in the circle. The group imitates the new volunteer's moves for another 15-30 seconds. This rotation continues for 10 minutes.

---

### Project layout presentation

20min

You will need: laptop, projector, project application form example (use a simple local/national tender or sponsorship offer as an example for co-financing sport and cultural events.)

Present a concise project application form to volunteers, explaining the key points and addressing any questions within it. Emphasise important application procedures and rules from the guidelines for project applicants. Keep it on point and easy to understand. For sponsorship offers, include the complete promotional package within the layout.

---

## S.M.A.R.T. basketball

20min

You will need: 5 small office wastebaskets or cardboard boxes, 5 balls or scrunched up coloured paper sheets (5 per participant), tape, A4 paper sheets for wastebaskets and assignments, flipchart, pens, markers

### Preparation

Prior to the session, prepare the following materials:

- Sheets of paper with "Specific," "Measurable," "Achievable," "Relevant," and "Timely" written in large block letters.
- Make the first letter in each word about twice the size of the other letters, in red or a different color.
- Tape the sheets to five wastebaskets, one sheet per wastebasket.
- Arrange the wastebaskets in a row in front of the group to spell out "S.M.A.R.T."

### Instructions

Explain the acronym's meaning and its importance for creating a project proposal. Emphasise that this activity aids in evaluating and selecting goals. Have volunteers work in groups from the second session and brainstorm a minimum of three relevant goals for their NGOs. Allocate up to 10 minutes for this task. Support volunteers in discussing and clarifying their goals, making any necessary adjustments.

### Play

Distribute five balls (or coloured paper balls) to the volunteers. Explain that the first letter of each word on the wastebaskets represents one of five criteria. Have the volunteers line up near the baskets and begin scoring goals.

Read each goal from the volunteers' list, and have the volunteers evaluate it by simultaneously tossing balls into the corresponding wastebaskets that represent the criteria it meets. For example, if a goal is deemed "specific," "achievable," and "timely," the volunteer would toss one ball into each respective wastebasket. After evaluating a goal, count the number of balls in each basket and record the total on the flip chart. Repeat this process for the remaining goals.

Rank the goals based on the highest total points achieved.

---

## Problem tree

30min

You will need: flipcharts, pens, markers, post-its

Have volunteers continue working in their groups. Present an example of a problem

tree related to sport and/or urban culture or [show a brief presentation of the tool](#). In their groups, have volunteers draw problem trees and solution trees on flipchart papers and solve them. Each flipchart should contain both a problem tree and a solution tree. Encourage volunteers to consult with trainers if needed. Allocate 15 minutes for this assignment. Afterwards, place all the trees on the floor and have participants review and provide feedback on other group's trees by using sticky notes with comments. Finally, facilitate a 10-minute discussion about the assignment.

---

## Filling the project application form with their NGO

30min

You will need: project application printouts for each group (from the example used at the beginning of the session), pens, markers

Now is the time to revisit the project application form. Have volunteers work in groups to complete it on behalf of their NGOs, incorporating all the information gathered from previous exercises (such as defined goals, problem explanation, and anticipated impact). Allocate 5 minutes to each group to pitch their project in front of the trainer(s), who will provide feedback. Volunteers should be able to complete all the key points using the information accumulated throughout the day.

## DAY 3: GOD

### SESSION 1: PROSPECTUS 23

320 minutes

GOAL: Promote a comprehensive overview of organising a sport event, including planning, preparation, implementation, and evaluation. Cover important aspects such as budget management, volunteers' coordination, marketing and promotion, protocol, communication, safety and security, and more. Emphasise the development of skills and knowledge relevant to the topic. Explore legal formalities, duties, and exemptions for different types of event organisers.

---

#### Fat and Ugly Pony

*Energiser*

10min

This energizer features a theme song. Here it is:

*I had a little pony, a fat and ugly pony.*

*I had a little pony and this is what he told me;*

*Front, front, front, my baby!*

*Side, side, side, my baby!*

*Back, back, back, my baby!*

*This is what he told me.*

Have volunteers form a circle and imagine themselves as ponies. One volunteer is to take the role of the rider in the centre and start the song. The rider performs horseback riding movements while moving around the circle. When the song reaches the line "This is what he told me," the rider stops in front of the closest volunteer (pony) and turns towards them. Together, the rider and the chosen pony continue singing and performing movements in sync with the song's verses:

Front, front, front. My baby! – facing each other

Side, side, side. My baby! – jumping sideways in the same direction

Back, back, back. My baby! – jumping in the same direction so they are turning their backs to each other as they face the same direction

This is what he told me! – jumping sideways again in the same direction turning in a complete 360° twirl to return to the starting point

After completing the 360° twirl as the song ends, both the rider and pony transition into becoming riders themselves. They continue riding inside the circle, moving on to new ponies. In each subsequent round, the number of riders doubles. The game continues until there are no more ponies left.

---

## Guess the Colour

25min

You will need: 5 to 7 different coloured markers

“Guess the Colour” is a game that promotes nonverbal communication among participants and enhances teamwork understanding.

### Instructions

Have volunteers self-form teams of up to 8 people (ideally up to 4 teams), with the trainer only specifying the team size. The trainer holds markers in 5 to 7 different colours to use in the guessing game during each interval. Prior to the game, each team must establish a nonverbal communication strategy. Emphasise the significance of reaching a suitable strategy. The objective is to communicate individual colours to one another. Once all teams have agreed on their strategy, the game begins.

Teams line up in rows facing away from the trainer, with only the first person in each row facing the trainer. The trainer selects a specific number and colour of markers (combination) for teams to communicate to each other.

The trainer reveals the number and colour of markers to the volunteers facing them. The volunteers’ task is to transmit this combination through the broken telephone method to the last member in their team’s line, utilising the prearranged communication strategy. The objective is to relay the combination as quickly as possible to the last team member, who must promptly run to the trainer and provide the correct combination.

Another trainer acts as a referee, ensuring fair play and keeping track of the score. The game continues until one team emerges as the winner. Set either a predetermined time limit or a specific score target to determine the end of the game, based on the number of participants.

### Tip

Begin the game with an easy round to help teams understand the concept and warm up. Gradually increase the difficulty by introducing more colours and potentially doubling the number of colours used in the game.

For example;

First round – red and green

Second round – blue, green and yellow

Third round – red, green, blue and green

Fourth round – yellow, yellow, red, etc.

Halfway through the game, if teams have been unsuccessful in communicating effectively, allow them to upgrade their strategy. If necessary, restart the game to give them a fresh opportunity to improve their communication.

---

## Aliens

*Splitting game*

10min

You will need: music, speakers, papers with numbers (ensure an adequate supply to divide volunteers into three groups)

Divide volunteers into three groups and provide each volunteer with a paper containing a number. Instruct them not to show their numbers to others. Explain that they are now aliens who can only communicate through jumping. Speaking and body language are not allowed. The objective is for each alien to find others of their own species and hold hands. The number on each paper represents the number of jumps the alien must perform.

When the trainer starts the music, the volunteers (aliens) begin interacting. When two aliens meet, they bow to each other and start jumping together simultaneously. If their numbers of jumps are equal, they hold hands and continue searching for the rest of their species together.

---

## Prospectus 23

230min

You will need: laptops or smartphones (minimum one per team), flipcharts, markers, printouts, stationery, costume and/or identification badge for the tax collector (to get into the character)

### Preparation

Prepare flipcharts with presentations on sport and culture event management. Tape the flipcharts to a wall for easy visibility throughout the day for all teams.

Provide printouts containing definitions of each organisation type (NGO, public body, private company) for all teams.

Include printouts with budget amounts, venue options, insurance offers, and tax notices.

Ensure trainers have comprehensive knowledge about tax regulations applicable to each organisation type in the respective country.

Create a desk and timetable for tax and insurance consultations for teams, specifying the consultation appointment length (e.g., 50 to 90 minutes into the task).

Present your event as a case study to assist volunteers in designing the event. Provide them with detailed information about the schedule and organisational structure during the first training day to help them understand where to begin.

GREAT FOR  
BUILDING PRACTICAL SKILLS!

## Instructions (20min)

Announce the following to the volunteers:

"We are seeking proposals for organising the upcoming sport and/or cultural event, Prospectus 23.

The event spans three days and targets young individuals aged 16 to 24 who are interested in urban sports and culture."

Explain to the volunteers, divided into three teams, that their task is to develop a detailed and comprehensive project proposal for organising the event based on the organisation type assigned to them. Their task includes creating a complete event program, outlining promotional strategies, determining the required personnel, and more.

Teams should be assigned their organisation type (NGO, public body, private company) through a blind draw. Each team should work on separate stations to prevent copying. If working outside the room, they should inform you of their location for supervision. The tax collector will make an appearance at some point. Trainers should remain present in the room to address any questions or concerns.

Teams are required to present the following content on flipcharts:

### Sport Event Management

Preparation: Explain to the volunteers that they need to identify tasks to be fulfilled before, during, and after the event, including implementation and evaluation. Teams should also be able to explain their chosen methodology.

### Budgeting

Implicit in their choices, but teams can elaborate and share their process. Includes choosing the venue.

### Volunteers

Defining tasks, duration of shifts, duties, and rights of volunteers. Explaining how efforts will be recognized and experiences validated.

### Marketing, Promotion, and Communication

Outlining strategies, methods, and logic behind event marketing and promotion.

### Safety and Insurance

Addressing safety measures for participants, organisers, volunteers, and workers. Insurance consultations.

### Staff Hiring

Utilising the budget to hire staff, clarifying the specific categories of staff needed and outlining the skills that are relevant to each category.



Trainers should use bold words on the flipchart to indicate key content and explain expectations.

Organiser Budget (*Adjust amounts as needed.*)

NGO: 250k

Public body: 500k

Private company: 400k

The Tax Collector (VAT)

The tax collector appears randomly, ideally after lunch break when the teams have finished budgeting. This is the ideal time for granting tax exemptions or collecting tax based on the organisation's type.

NGO: Previous year's tax exemption granted, with an overpayment of 50k to be added to the budget.

Public body: Government grant of 60k to support the event organisation to be added to the budget.

Private company: Down payment of 30k from the previous year, to be deducted from the budget.

Insurance Consultation

Trainers determine the consultation length for participants to explore available options. Each team should identify a minimum of three insurance options along with their corresponding third-party liability premiums. Each option should have a cost, and the team must select one.

Basic: 50k

Regular: 100k

Pro: 150k

The Venues: Identify three actual venues in your city in advance to ensure more realistic project management.

Venue 1: 300k

Venue 2: 200k

Venue 3: 100k

Prices increase based on the venue's size and the services offered.

Staff Hiring

(Major roles only.)

What kind of personnel would you hire for the event? What specific characteristics would you require?

Volunteers should elaborate their choice, considering their own team's skills and experience.

Each staff or service cost: 50k

Cost of 30 volunteers: 50k

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## Event presentation and analysis

45min

Allocate 10 minutes to each team for the presentation of their event project, followed by a trainer-led 15-minute analysis of the outcomes. Announce the best-performing team and consider preparing a small award.

Questions for analysis

Ask questions about the Prospectus 23 proposal:

- How were tasks delegated within your team?
- Were there any conflicts within the team during the creation of the project proposal?
- Encourage volunteers to reflect on decision-making dynamics within the team and how they were accepted by others.
- Did you encounter any challenges in deciding on the venue, creating the final event program, or budgeting?
- How did the tax collector's exemption/charge impact your project?
- How did it affect your marketing strategy and the number of staff hired?

---

## Evaluation

10min

You will need: pens (markers), flipchart

Conduct a flipchart evaluation at the very end to gather feedback on the training and the instructions provided for volunteering at the event. This evaluation allows volunteers to assess their understanding of the training goals, expectations for their volunteering engagement, and how to track their own learning.

Create a basic pie chart summarising the content of the training, including topics such as teamwork/socialisation, volunteering rights and responsibilities, key competences, volunteer roles/work organisation, project proposal tools, event management knowledge and trainers' communication style. Provide pens or markers to the volunteers and ask them to place a dot on the pie chart, with dots closer to the centre representing a higher rating and dots further from the centre indicating a lower rating.

Once you've completed the NFE training your volunteers are ready for their volunteering experience where they'll be able to implement what they've learned directly into their volunteering roles. This is a practical part of their experience and the one that matters the most.

## 4. VOLUNTEER PERFORMANCE SUPERVISION

In volunteer-involving sport events, it is essential to offer guidance and supervision that align with professional working standards. Volunteers report to their work stations daily, perform their tasks, and complete their shifts. The volunteer coordinator and staff ensure supervision and provide necessary working materials. Clear instructions, defined priorities, and goal monitoring are crucial for both the organisation and volunteers. This ensures successful task completion for the organisation and ensures volunteers receive adequate supervision, support, and training for their roles.

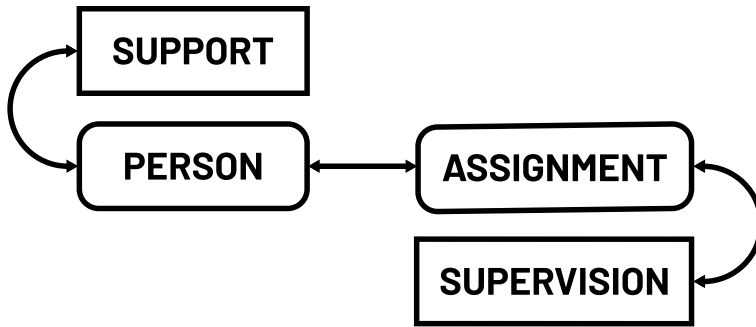
This phase of volunteer management demonstrates the program's contribution to the organisation's overall goal. The objective is to achieve optimal results in assigned tasks, which is possible when volunteers are satisfied, motivated, and competent. Supervision plays a vital role in volunteer management, ensuring meaningful contributions and fostering a positive and supportive volunteer culture.

In the case of larger events with a significant number of volunteers, appointing a volunteer coordinator is recommended. The coordinator will play a crucial role in overseeing the implementation of the entire volunteer program. Additionally, dedicated volunteer supervisors should be assigned to communicate with volunteers, assign tasks, monitor performance, and provide feedback during the event.

### Learn to balance supervision and support

Balancing supervision and support with volunteers can be challenging due to their unique motivations and goals, but it is vital for effective volunteer management. Establishing clear expectations and guidelines is important to align their work with organisational needs. Providing support and guidance is equally crucial to help volunteers succeed. Listening to their feedback and concerns and being responsive to their needs demonstrates support.

Excessive supervision stifles engagement, while insufficient supervision causes inefficiency. Inadequate support leaves volunteers unsupported, while excessive support reduces accountability. Finding the right balance depends on the organisation's and volunteers' specific needs and goals.



## SUPPORT

- creates a safe and relaxed environment for volunteers to express themselves
- assists in resolving (the often personal) issues and challenges
- boosts volunteer morale and demonstrates appreciation to enhance their sense of value and fulfilment in their contributions

## SUPERVISION

- aids in teaching volunteers effective prioritisation
- helps identify education needs
- fosters discussion on volunteer tasks and responsibilities
- establishes a framework for agreeing on changes
- improves volunteers' competencies

## TIPS & TRICKS

- Maintain regular, clear, and respectful communication with volunteers.
- Be honest, open, and authentic.
- Foster a friendly atmosphere rather than a commanding one.
- Ensure mutual expectations are understood and provide regular and timely feedback.
- Encourage volunteers to share criticism, proposals, and identify new challenges.
- Embrace mistakes as opportunities for learning and growth.

## 5. RETAINING VOLUNTEERS

It's important to acknowledge that the benefits provided to volunteers are less than what would be offered for paid labour. A rewarding system and program evaluation are crucial for volunteers to feel a sense of accomplishment.

## REWARD SYSTEM

- Volunteer Recognition involves acknowledging and appreciating volunteers' contributions through verbal or written expressions of gratitude, public acknowledgement, and opportunities for personal and professional growth (all non-tangible means). In some EU countries, volunteers have the right to receive a volunteer certificate/volunteer logbook (as proof of competences acquired), which serves as recognition for their work.
- Volunteer reward system involves tangible incentives for acknowledging volunteers' services, such as gifts, stipends, and discounts.

Recognition and reward schemes can be formal or informal.

### FORMAL RECOGNITION/REWARD EXAMPLES

- certificates or awards for volunteer service
- public recognition at events or on social media
- letters of recommendation or references for job or educational opportunities
- access to exclusive events or experiences
- branded clothing or merchandise
- invitation to volunteer appreciation events or ceremonies
- nominations for awards or recognition in the community (e.g. volunteer-of-the-month or -year recognition program)
- opportunities for leadership roles within the organisation, participation in decision-making or strategic planning for the organisation

### INFORMAL RECOGNITION/REWARD EXAMPLES

- verbal gratitude and appreciation from staff or beneficiaries
- shoutout or mention in staff meetings or newsletters
- offering refreshments during volunteer shifts
- asking for volunteers' input on decisions or projects
- celebrating volunteer birthdays or special occasions
- providing flexible schedules and task preferences
- hosting a volunteer appreciation party
- encouraging feedback or suggestions for improvement

Distinguishing between the two approaches can be challenging in practice. While a flower bouquet may have a material cost, its true value to the volunteer lies in the intangible recognition it represents. Combining both recognition and rewards is the ideal strategy for retaining volunteers, considering the diverse motivations they may have.

## **TIPS & TRICKS**

- Thanking and recognition shout outs should be genuine and sincere.
- Rewards and recognition should be appropriate and proportional to the level of commitment. Not too much and not too little.
- Strive for a consistent and transparent rewards system.

## **Tools**

Host a volunteer appreciation party after the event, if possible, to show gratitude for their valuable contributions. During the party, recognize the volunteers' efforts by presenting participation certificates, volunteer logbooks, and awards to exceptional volunteers.

To further strengthen the bond among volunteers, consider an engaging activity during the certificate ceremony. Hand out certificates anonymously, with each volunteer receiving someone else's certificate. Form a circle and allow volunteers to take turns describing the person named on the certificate they received. The other volunteers can guess who is being described, and once someone guesses correctly, the certificate is given to that person. This activity fosters a closer connection among volunteers as they wrap up their volunteering experience.

## **EVALUATION AND FEEDBACK**

Staff and volunteers are the invaluable foundation of any organisation, essential for effective operation and goal achievement.

Understanding your volunteers is crucial, which is why it is important to regularly assess their level of involvement, preparedness, and support within your organisation.

Evaluations can be conducted at various intervals, such as annually, monthly on the last Friday, or after each volunteer's engagement with your organisation.

## TIPS & TRICKS

- Ensure regular feedback is given and received from volunteers throughout their volunteering period.
- Encourage them to openly share their experiences, including both positive and negative aspects.
- Know that their insights into how the organisation operates can provide useful information to improve your organisation.

### Tools

#### **Questionnaires**

Ensure questions are clear and relevant to your organisation and volunteers. The benefits include giving volunteers time to reflect and provide honest feedback, ensuring equal representation of all volunteers, and enabling comparison with previous results. Questionnaires are often used as an assessment tool prior to a volunteer's departure from the organisation.

#### **Focus Groups**

Focus group is a qualitative research method involving a small-group discussion on a specific topic or issue. It employs open-ended questions to gather participants' thoughts, experiences, and attitudes. The benefit lies in fostering group interaction and dynamic conversation, leading to new perspectives. This tool can be employed regularly, such as prior to a planned departure of a volunteer group or to address specific issues in need of resolution.

#### **Flashlights**

The Flashlight approach is suitable for a concise assessment immediately following an activity or event. Each volunteer is asked to share their feedback briefly, focusing on a specific topic. The advantage lies in giving all volunteers a chance to be heard and appreciated, while also providing the group with multiple perspectives on the subject.

## 6. POST-EVENT

After successfully concluding the event and celebrating the volunteers' participation, it's crucial to maintain their involvement for the future of your organisation. Effective post-event communication and engagement strategies are key.

To keep volunteers engaged:

1. Establish a reliable communication system specifically designed for post-event updates. Direct emails and/or text messages (avoiding group emails or newsletters) have proven to be the most effective. Providing a personalised approach helps volunteers feel valued.
2. Maintain a yearlong presence on social media platforms dedicated to volunteering. This creates a space for ongoing interaction and updates, fostering a sense of community among volunteers.
3. Show appreciation by publishing news articles, event videos, and photo galleries that highlight the volunteers' contributions. This serves as a heartfelt thank you and acknowledges their dedication.

By implementing these strategies, you can sustain communication with volunteers, keep them engaged, and even recruit them for future projects—signs of a successful volunteer program.



# Conclusion

Organisations and volunteers should play a significant role in identifying and addressing the societal issues that require attention. In cases where coordination of voluntary activities at the public sector level is lacking, organisations must proactively establish platforms for communication, exchange of best practices, and prioritisation of social needs specific to their group.

With this objective in mind, the USCVol team hopes that this handbook contributes to the creation of stronger connections between event organisers and volunteers. May it lead to the success of future urban sport and cultural events and the happiness of volunteers involved!

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