

THE NGO HANDBOOK OF VOLUNTEER MANAGEMENT ESSENTIALS

This handbook was created as coursework for the community based learning anthropology and sociology course “Third World Development”, at The American University in Cairo, under the instruction of Pandeli Glavanis, during the Fall 2012 semester. It was created using Plan Egypt as our focus group. The inspiration for this handbook was the authors’ own experiences working as volunteers with various NGOs.

*Ehsan Abushadi
Taylor Moore
Hedayat Selim
Iain Tutwiler*

Contents

- Why Volunteers? 5
 - Why Volunteers? 6
 - How Can Volunteers Benefit Organizations? 6
 - Maintaining the Volunteer Life-Cycle: Mission of this Guidebook 7
 - The Basics of Volunteer Management 7
 - What Can Volunteers Do for *Your* Organization? 8
 - 8 Steps to Effective Volunteer Management 8
 - Suggestions for Further Reading 9
 - Books and Articles 9
 - Websites 9

- Recruitment Guide 11
 - Target Groups 12
 - Middle School and High School Volunteers 12
 - Why target middle and high school students? 12
 - How to market to middle and high school students? 12
 - Added benefits 12
 - University Students 12
 - Why target university students? 12
 - How to market to university students? 12
 - Disadvantages 13

- Online Marketing 13
 - Reliefweb 13
 - Facebook 13
 - Twitter 14

- Application Procedures 14
 - Online Applications 14
 - Online Interview Scheduling 14

- Maintaining the Balance: Keeping Volunteers and NGO Employees Happy 16

Introduction..... 16

Establishing an Informal Contract Between NGO and Volunteers..... 17

Writing Job Descriptions for Volunteers 17

 Tips for Writing Effective Volunteer Descriptions..... 17

Strategies for Effective Volunteer-NGO Partnerships..... 18

 Special Schedule for Students 18

 Case Management..... 18

 Skills Matrix & Task Assignment..... 18

 Performance Evaluations 18

 Relevant Trainings & Skills Development Workshops..... 18

Ensuring Incentives for Volunteers 19

 Giving Volunteers Credit 19

 Writing Recommendation Letters..... 19

 Possibility of Full-Time Employment..... 19

Following Up: Maintaining the Relationship..... 20

 Introduction..... 21

 Volunteer Evaluation..... 21

 Post-Employment..... 21

Appendix A..... 23

 Creating a Facebook Page 23

 Creating a Facebook Event..... 27

 Creating an Online Application Form..... 30

 Creating Online Documents 39

 Creating an Online Interview Schedule..... 39

Appendix B 42

 Sample Volunteer-NGO Contract 42

 Sample Volunteer Job Position Description Template..... 43

 Sample Special Student Schedule 44

 Sample Case Management Sheet..... 44

Sample Skills Matrix 44

Sample Supervisor Performance Evaluation 45

Sample Volunteer Performance Evaluation 47

Appendix C 50

Sample Volunteer Feedback Form 50

Sample Volunteer Evaluation Form..... 53

Why Volunteers?



Why Volunteers?

The visionary projects and goals of voluntary sector and non-governmental organizations in Egypt, and around the globe, tend to be restricted to a grant-by-grant basis. As such, an organization sometimes has to make tough decision, like reducing the number of paid employees to make ends meet. For this reason, a faithful group of volunteers is essential for a non-governmental organization to not only boost its productivity on limited funding by providing “free” services, but for many other reasons as well.



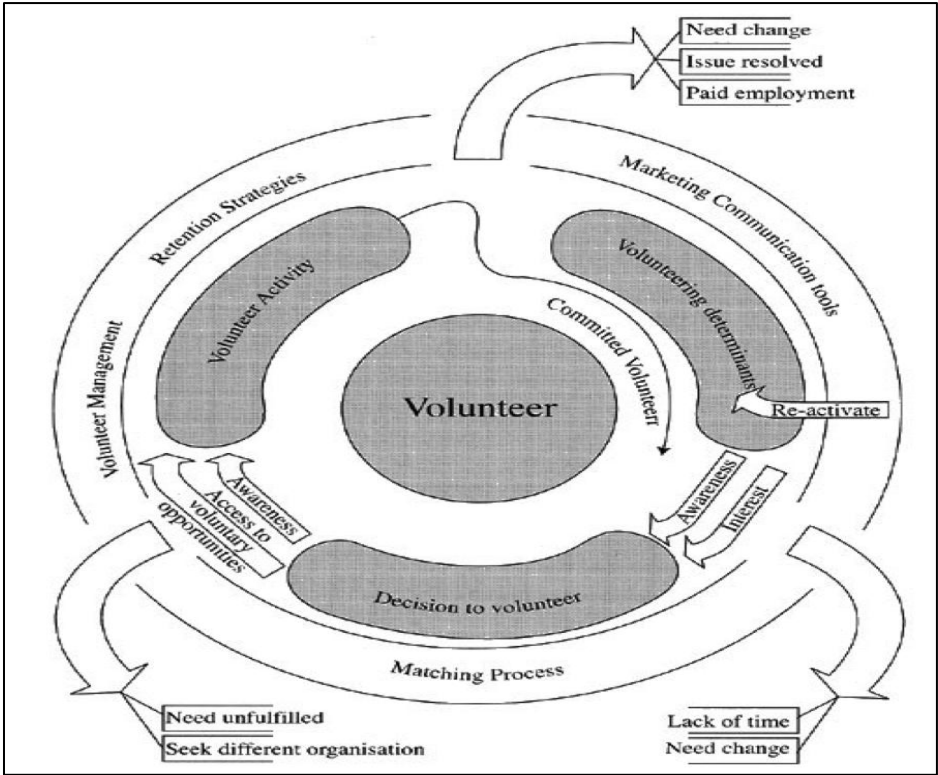
How Can Volunteers Benefit Organizations?

Volunteers can serve to benefit organizations in a variety of capacities. Here are a few ways that volunteers can benefit your organization:

- **CREATE** a positive image of your organization; allows for your organization to receive greater exposure to outside sources through word of mouth
- **PROVIDE** fresh energy and insights to your work and work environment
- **MAXIMIZE** accountability; according to the International Association for Volunteer Effort and United Nations Volunteers, volunteer activism actually can serve to strengthen the organization’s accountability by “opening up a unique space of exchange and observation within NGOs” (UN Volunteers 2007).
- **LIASON** between the organization and the community in which they work to ensure that the community’s needs and problems are continually addressed
- **INCREASE** networking and partnership opportunities
- **SAVE** money for your organization

Maintaining the Volunteer Life-Cycle: Mission of this Guidebook

The need for effective NGO-volunteer relationships has led to the development of the field of volunteer management. At its core, the field encompasses the various activities aimed at recruiting and supervising volunteers. A successful volunteer management program should aim to create a work environment that encourages a mutually beneficial relationship between both paid organization employees and volunteers. This guidebook seeks to delineate the importance of volunteer management by exploring the ways in which your organizations can boost volunteer recruitment and retention.



The Basics of Volunteer Management

The need for effective NGO-volunteer relationships has led to the development of the field of volunteer management. At its core, the field encompasses the various activities aimed at recruiting and supervising volunteers. A successful volunteer management program should aim to create a work environment that encourages a **mutually beneficial relationship** between both paid organization employees and volunteers. Many organizations run into practical barriers that inhibit their recruitment and retention of volunteers. For instance, many organizations do not have the appropriate structures to facilitate the involvement of volunteers or have the knowledge of how to support volunteers (Lukka and Paire 2001: 42). A proper volunteer management and supervision system will allow for your organization to recruit and train volunteers with ease. In addition, this system ensures that volunteers “deliver the goods” to the organization, while making sure that volunteers are satisfied, and having fun (Gay 2000: 45). Moreover, by maintaining the volunteer life cycle, your organization will put in place a foundation for not only a reliable voluntary workforce, but also an informal marketing campaign for your organization (Bussel and Forbes 2003: 62).

What Can Volunteers Do for Your Organization?

Before rushing out to recruit volunteers, your organization must first discuss the following:

- **WHY** does your organization want to involve volunteers?
- **WHAT** tasks do you need the volunteers to carry out?
- **HOW** will your organization support these volunteers?

By including paid staff, any exiting volunteers, and senior management in this discussion can ensure that all insights and opinions on this matter can be taken into consideration. This basic step can create a solid foundation for volunteer management and volunteer policies in your organization, and, most importantly, it is integral to the creation and maintenance of a vivacious volunteer population that can greatly beneficial to your and your colleagues.

8 Steps to Effective Volunteer Management

According to the University of Kansas’s “Community Tool-Box”, volunteer management can be reduced to a few simple, but important steps. Although briefly discussed here, the rest of the guidebook expands on this information, providing your organization with a step-by-step guide to ease the process of creating a maintaining a viable volunteer program:

1. Have a **RATIONALE** for wanting volunteers
2. **DEVELOP** job descriptions for your Volunteers
3. **CREATE** an effective recruitment process
4. **SCREEN** potential volunteers through an application system.
5. **CONDUCT** an orientation for newly recruited volunteers.
6. **TRAIN** volunteers to maximize their skills and performance in the work place
7. **CREATE** a system of evaluation for both volunteers and employees.
8. **RECOGNIZE** your volunteers’ efforts and achievements.



Suggestions for Further Reading

Books and Articles

- Bowman, Woods. "The Economic Value of Volunteers to Nonprofit Organizations." *Nonprofit Management and Leadership* 19.4 (2009): 491-506. Print.
- Bussel, Helen, and Deborah Forbes. "The Volunteer Life Cycle" A Marketing Model for Volunteering." *Voluntary Action* Autumn 5.3 (2003): 61-79. Print.
- Clary, E. Gil, Mark Snyder, and Robert Ridge. "Volunteers' Motivations: A Functional Strategy for the Recruitment, Placement, and Retention of Volunteers." *Nonprofit Management and Leadership* 2.4 (1992): 333-50. Print.
- Curtis, Kay. *Volunteer Management*. [Kent]: Published by Solutions Publications, 2009. Print.
- Cuskelly, G. "Volunteer Management Practices and Volunteer Retention: A Human Resource Management Approach." *Sport Management Review* 9.2 (2006): 141-63. Print.
- Gay, Pat. "Delivering the Goods: The Work and Future Direction of Volunteer Management." *Voluntary Action* Spring 2.2 (2000): 45-57. Print.
- Hagar, Mark, and Jeffrey Brudney. "Volunteer Management Practices and Retention of Volunteers." *Volunteer Management Practices and Retention of Volunteers*. Web. 16 Dec. 2012. <<http://www.urban.org/publications/411005.html>>.
- Herman, Robert D. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco: Jossey-Bass, 1994. Print.
- Lukka, Priya, and Angela Paine. "An Exclusive Construct? Exploring Different Cultural Concepts of Volunteering." *Voluntary Action* 3.3 (2001): 87-109. Print.
- Phillips, Jacqueline Ann., and J. F. B. Goodman. *Managing People without Pay: The Recruitment and Retention of Volunteers*. Manchester: UMIST, 1999. Print.

Websites

Worldwide Volunteer Website

<http://www.worldvolunteerweb.org/resources/how-to-guides/manage-volunteers.html>

The Nonprofit Management Education Center

http://www.uwex.edu/ces/cced/nonprofits/management/sites_volunteer.cfm

The United Nations Volunteers Programme Website

<http://egypt.unv.org/>

ENERGIZE! Volunteer Management Resource Library

<http://www.energizeinc.com/art.html>

University of Kansas' "Community Tool-Box"

<http://ctb.ku.edu/>

Recruitment Guide

Target Groups

Generally speaking the youth should be the target age NGOs should search for volunteers from because they have the most available time and stamina to volunteer. This is particularly true for young people that have still not entered the job market where working for money will compete with volunteering.

Middle School and High School Volunteers

Why target middle and high school students?

More and more schools are trying to promote civic engagement, encouraging students to volunteer at NGOs, sometimes as part of their extra-curriculum activities. The same is applicable to schools requiring that their students gain some sort of work experience even if only for 20 hours. These students will therefore be eager to work with an NGO that makes working with them easy. These students can be given simple tasks such as filing and other paper work related jobs, especially if organizing papers for events that only require a pair of extra hands the day before.

How to market to middle and high school students?

Usually a certificate of appreciation attracts middle and high school students that want to start building up their extracurricular activities to mention in their university applications.

Usually the best way of reaching out to middle and high school students is by organizing a one hour presentation at their school where they can learn about your NGO and what you do.

Added benefits

- You get a workforce for small or one-time tasks that other volunteers may not have the time to do
- You get increased awareness of your NGO and activities through students

University Students

Why target university students?

They will provide your NGO with their skills while helping to develop them; your NGO will therefore have skilled volunteers. The opportunity of skills development alongside an activity to put down on their CV tends to be enough incentive for university students to help NGOs particularly in the office and administrative related fields.

Usually if university students have a good experience with NGOs they will remain loyal to them. This means that they will try to be active throughout their university studies and may donate once they graduate.

How to market to university students?

- Have NGO student representatives at university so they can advertise and recruit
- Have positions that are skill specific
- Have titles phrased in a way that would look attractive on a student's CV, for example: "Assistant to the Office Manager" instead of "Office help hand"

Disadvantages

- University students have busy schedules, may not be able to produce as much work as expected for the NGO
- They may not be as committed as older professionals
- They are harder to attract as many will focus more on career related activities

Online Marketing

One of the main benefits of online marketing is that it is highly efficient in terms of human resources, money and time. By focusing on online marketing the NGO will save money on print media, distributing the print media, and will ensure that it is always available to a large public. It also helps establish a platform where people will follow or read about the NGO regularly as opposed to seeing a flyer on a tree for 5 seconds as they walk by. As technology develops and becomes a large part of image, it is important for NGOs to create an online presence for themselves. There are many ways in which NGOs can take advantage of the web to online market for free. In this guide we will only be discussing the basic means which have a great outreach.

Reliefweb

Reliefweb (<http://reliefweb.int/>) is a site where NGOs worldwide post job openings for both interns and volunteers. This would be a great tool for getting international volunteers if the NGO would like to have both international and national volunteers. Furthermore, it provides a list of useful trainings that any members or teams of the NGO can register for which will help develop the NGO.

Facebook

Creating a Facebook page is important to online marketing particularly among the youth which can “like” the NGO’s page and receive updates of the NGO’s online activity. The NGO can then take advantage of this online following they have established to post regular updates of their activities, including photographs of the NGO at work and events. This grabs the interest of those that see updates of the page and shows them that the NGO is active. The NGO can then use the Facebook page to announce vacancies and recruitment opportunities, fundraising events etc. If the NGO has online applications (see Application Procedures section) they can regularly post the links of those on the page with a catchy phrase that will entice people to apply. See Appendix A for help on how to create a Facebook Page.

You can create an “event page” to promote your events but you can also use it to create a recruitment season where people share the event so their Facebook friends hear about your recruitment season. See Appendix A for help on how to create a Facebook event through the NGO Facebook page.

However, in order to maintain a following the page needs to be active. The NGO cannot just create the page and park it on the side and expect people to follow it. If it is inactive it is just as ineffective as not having a Facebook page.

Twitter

Like Facebook, twitter is a great means of marketing for recruiting, publicity and fundraising. Showing that you are active encourages people to participate in your activities whether it is through manpower or monetary means. It is best used in combination with Facebook, where you can tweet about your events photo albums and links to your “event pages”.

Application Procedures

Online Applications

Online applications are more efficient for both the NGO and the volunteer. Usually the application process consists of:

1. Volunteer finding out about NGO
2. Volunteer contacting NGO
3. Volunteer waiting for NGO to respond
4. NGO sending job info and attached application to volunteer
5. Volunteer filling out application
6. Volunteer sending application to NGO
7. NGO filtering email to find applications

On the other hand, the online application system consists of:

1. Volunteer finding out about NGO with link to application (which has link to job info)
2. Volunteer filling out and submitting application
3. NGO receiving all applications compiled into one database

Furthermore, the way in which the applications are collected by the online application system ensures that the NGO never loses an application in the mail, as they are all in the same place.

Another benefit of online applications is that they are easy to distribute as the NGO can tweet the link, post the link on Facebook, or invite people to apply via email. Furthermore, the link can be printed on slips of papers during recruitment events and on any printed media; making it also more efficient than printed out applications. (See Appendix A for help creating an online application)

To complement the online application the NGO could create online documents to provide additional information that they think applicants may require and link them in the application. (see Appendix A for help on creating online documents)

Online Interview Scheduling

NGOs may face many problems trying to schedule interviews these include:

- Double booking
- Late responses from applicants for available dates

- Trouble finding an opening for volunteers that have tight schedules
- Much correspondence trying to schedule an interview
- Trouble keeping track of all interviews when many applicants keep rescheduling

To simplify this process an NGO should look towards online interview scheduling, where they email applicants they want to interview a link to a form where applicants select which time slots, from those the NGO has created on the form, they are available for. This process of self-allocating allows for the applicants to reschedule themselves and seeing which spots are available and which are not and based on that choosing which slot is convenient for them. The NGO then only has to check the form to see when they are interviewing who. (see Appendix A for help on creating an online interview schedule form)

Maintaining the Balance: Keeping Volunteers and NGO Employees Happy

Introduction

Once qualified volunteers have been recruited, the main challenge then becomes to ensure a fruitful cooperation between volunteers and NGO employees. This can be achieved by making the volunteer's responsibilities clear from the very beginning of the volunteer period. The following section details a number of strategies to facilitate an effective NGO-volunteer relationships. Samples of forms and contracts can be found in the annex section.

Establishing an Informal Contract Between NGO and Volunteers

The contract is a simple way to “seal the deal” and formalize the relationship with selected volunteers. It is beneficial to both parties, primarily because it renders volunteers liable for their actions throughout their involvement with the organization and gives them a sense of accountability. It can also prevent a volunteer from abandoning the position before the designated volunteer period is over.

However, the contract is informal because unlike a paid position, the volunteer position usually targets students who are expected to juggle academic and professional commitments. It is important to ensure that the legal status of any agreement is made clear (i.e. that it is not a contract of employment); otherwise the volunteer will be subject to employment law. Whereas an employee might be expected to put in a specific number of hours per week, the volunteer will be more likely to work when it is convenient to him/her and sometimes on an ad-hoc basis. In any case, the NGO can only benefit from having the volunteer sign an informal contract. (see Appendix B for sample Volunteer-NGO contract)

Writing Job Descriptions for Volunteers

The job description is a useful tool because it forms the basis of the volunteer position. It outlines the volunteer's key responsibilities, and establishes the required skills and education necessary to perform the tasks at hand. An effective volunteer description is one that presents the position as challenging and rewarding, all the while giving an adequate representation of the work the volunteer will be doing. (see Appendix B for sample job description template)

Tips for Writing Effective Volunteer Descriptions

- It is important to be very clear on what you expect from the applicant. This will attract qualified candidates and deter those who do not match your requirements. However, the NGO should allow for flexibility within the job requirements. A volunteer might make up for a lack of experience with a demonstrable interest in the field of the NGO's work.
- Make sure the hierarchy and organizational structure of the team the intern will join is clearly set out in position description. It is essential for the volunteer to know who his supervisors will be and whom he will report to when in need of assistance.
- The NGO should pick a position title that provides a sense of identity, gives as much prestige as possible and goes beyond the standard ‘volunteer’ title. Examples of this include intern, caseworker, analyst, researcher, assistant to [title of supervisor], etc. This generally makes

the volunteer more enthusiastic about the work and more eager to include the experience in their resume.

- Whenever possible, the NGO should consider using action verbs to describe the responsibilities undertaken by the volunteer: e.g. prepare, draft, organize, advocate, write, oversee, participate, accompany, assess, follow-up, attend, train, collaborate, etc.

Strategies for Effective Volunteer-NGO Partnerships

Special Schedule for Students

If the organization is looking to hire university students who have not yet completed their degree, the NGO will benefit from using a grid-like structure for student schedules. Students will be highly enthusiastic about the prospect of tailoring their working hours to their academic obligations. (see Appendix B for sample schedule)

Case Management

The Case Management sheet allows for an organized space where the volunteer can keep track of all their work and deadlines in a single document. Supervisors should have access to this document as well in order to avoid overloading a volunteer with work. The Case Management sheet also allows supervisors to assess the extent to which a volunteer is able to juggle several projects and responsibilities at any given time. (see Appendix B for sample case management sheet)

Skills Matrix & Task Assignment

Another useful strategy to enhance efficiency is the creation of a Skills Matrix. In this document, each volunteer is asked to summarize his skills, previous research experience and educational background. The Skills Matrix allows supervisors to assign tasks in a logical manner according to the volunteer's competencies to ensure maximum productivity. (see Appendix B for sample skills matrix)

Performance Evaluations

Performance evaluations should be completed halfway through the volunteer period to allow for potential improvement in areas of weakness. The key competencies that should be assessed are a volunteer's dependability, proficiency, productivity, judgment and initiative, and interpersonal skills. Volunteers should also be encouraged to reflect on their performance to date and make self-appraisals, identifying their own strengths and weaknesses. If necessary, a volunteer or group of volunteers should be asked to evaluate their supervisor's managerial and leadership skills. (see Appendix B for sample performance forms)

Relevant Trainings & Skills Development Workshops

Trainings should be scheduled whenever necessary for volunteers and supervisors to bridge any gaps in performance. The organization would benefit from involving volunteers in the decision of the types of trainings needed. Possible training topics and themes for volunteers include:

- Testimony taking and interviewing techniques

- Dealing with psychologically vulnerable clients
- Communication and presentation skills
- Research and fieldwork methods
- Administrative work
- Cultural awareness and understanding
- Working with interpreters (for international volunteers)
- Coping strategies for life in Egypt (for international volunteers)

Ensuring Incentives for Volunteers

While volunteer work is a valuable experience in itself, most students regard it primarily as a way of increasing their value in the job market or strengthening their application for a higher degree.

Giving Volunteers Credit

Volunteers who excel at the tasks at hand and set themselves apart from their peers through their contribution to the organization should be recognized on a regular basis. The NGO is encouraged to award them a 'volunteer of the month' title. Secondly, volunteers should be given credit for their work through the inclusion of their name in project reports and publications. It would make them feel like a valuable member of the organization and encourage them to excel at future projects.

Writing Recommendation Letters

Volunteers leave their internship with the intention of applying for paid positions in a relevant field or enrolling in graduate school. When hiring volunteers, the NGO should keep in mind that it might be expected to write a recommendation letter to its volunteers. In doing so, the referee should give a general idea of the nature of the NGO's work, the key responsibilities of the volunteer, and indicate what his or her main qualities are. The supervisor should also explain their own role within the organization clearly. In writing reference letters, the recommender might be expected to answer the following questions:

- How do you well know the applicant?
- How long have you known the applicant?
- To your knowledge does the applicant have any other qualifications relevant to this application?
- In your opinion how well do the applicant's experience to date equip him or her to follow the chosen program of study or job position?
- What qualities set the applicant apart from other candidates?
- How has the applicant contributed to your organization?

Possibility of Full-Time Employment

If a volunteer demonstrates an outstanding ability to perform tasks that go beyond those assigned to them, the NGO should consider them for a full-time position. The benefit of providing employment to volunteers is that they are already familiar with the structure of the organization and the nature of its work. They would therefore require less training than external candidates. In the event that a volunteer is hired for a full-time job, the NGO should ease their transition into their new role.

Following Up: Maintaining the Relationship

Introduction

Once the volunteer has ended their employment at the NGO it is important to still consider them a resource for future projects. The volunteer management process ideally has enabled the volunteer to develop useful skills as well as represent what the NGO can do for future volunteers. Before the employment period ends it is necessary to give the volunteer a chance to give feedback on their experience. This can simply be an informal interview with an accompanying general feedback form or it can be a formal process with a scheduled time and date scheduled as part of the project that the volunteer participated in. The formal process might have a questionnaire tailored specifically to the project in which case questions would be about specific goals of the project rather than general questions about the volunteer's time at the NGO. The feedback provided by the volunteer is valuable as it allows any potential problems in the volunteering process to be identified and eliminated. (see Appendix C for sample feedback form)

Volunteer Evaluation

After the employment period ends the volunteer needs to be evaluated by the NGO to assess their performance at the NGO and whether or not the volunteer is a good representative of the NGO. The volunteer management process is a long and invested process that develops skills and involves the volunteer in many aspects of the NGO. Ideally the end result of good management is a volunteer that can be a leader of other volunteers in the NGO or be an ideal representative of the NGO when they move on to other professions. As a representative they provide advertisement to other volunteers by setting an example or through fond recollections of the NGO when questioned about their time at the organization. The evaluation process also can serve to assign a rating to the volunteer so that exemplary volunteers can be considered for other positions or volunteer leadership roles within the NGO as a means of furthering their employment. A volunteer database reflects the organization's commitment to maintaining a good relationship with former employees as well as providing a means of cataloging the valuable resource of a dependable volunteer. (see Appendix C for sample evaluation form)

Post-Employment

While the former volunteer is employed elsewhere they may be interested in volunteering for the organization again for upcoming projects or directing others to the NGO. Direct email communication may be preferred for valued former volunteers but as the volunteer database gets larger and more complex it may be advantageous to publish an internet based newsletter. Newsletters provide a means to advertise employment opportunities through email or social networking. These newsletters could include the following:

- Articles on successful projects written by participants or administrators that showcase the development work or progress achieved by the project.
- Available volunteer positions or approved current projects.
- Former and current volunteer and staff testimonials about their experiences at the NGO or reflections on projects in the form of articles.

- Paid advertising for sponsors
- Profiles of exceptional volunteers or staff currently employed by the NGO

Internet newsletters provide a paper-less means to advertise and keep in touch with former volunteers and staff. The inclusion of articles and testimonies gives former and current workers an opportunity to promote the NGO outside of project work or administrative duties. A regular basis of publication sets deadlines for contributors and consistent updates for subscribers. This assures that content is regular and that updates are infrequent enough that the subscriber isn't inundated with updates but frequent enough that the NGO is not forgotten by the subscriber.

Appendix A

Creating a Facebook Page

Steps:

1. Go to www.facebook.com
2. Click on “Create a Page” at the bottom (see red highlight in Figure 1)



Figure 1

3. Select the type of page you will be creating, in this case the “Company, organization or institution” (see red highlight in Figure 2)

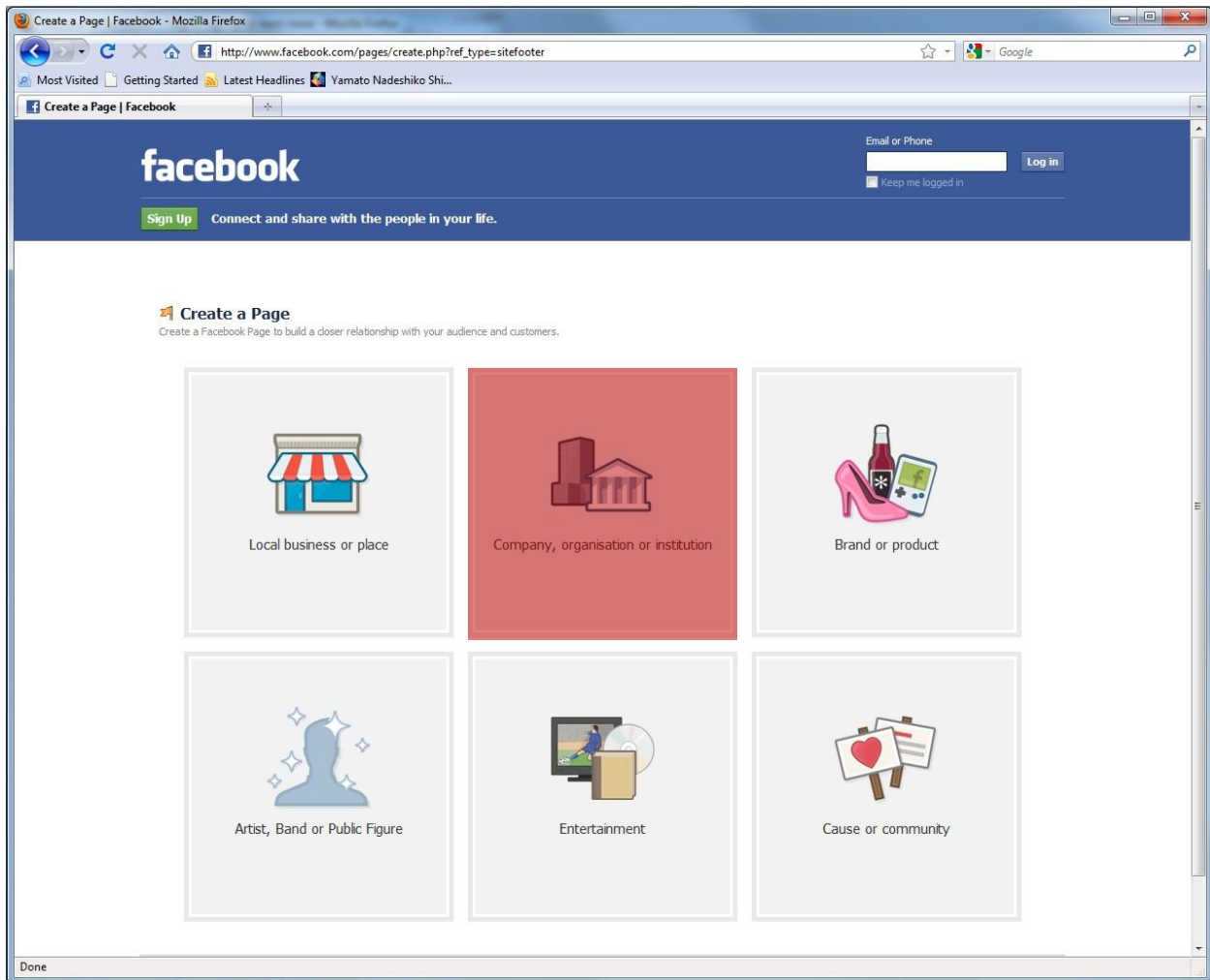


Figure 2

4. In the drop-down menu select “Non-Governmental Organisation (NGO)”
5. Type in name of NGO, if it is a branch of an NGO which already has a page, it is suggested that the location of the NGO branch accompany the name. For example, “Plan Egypt”
6. Check the checkbox for “I agree to Facebook Page Terms” after reading them. To read them click on the blue text reading “Facebook Page Terms”
7. It will then ask you to create an account. It is suggested that the account be created for a general NGO email that is not personal to ease access to the NGO.
8. Follow the remaining steps as instructed
9. The NGO page has been created

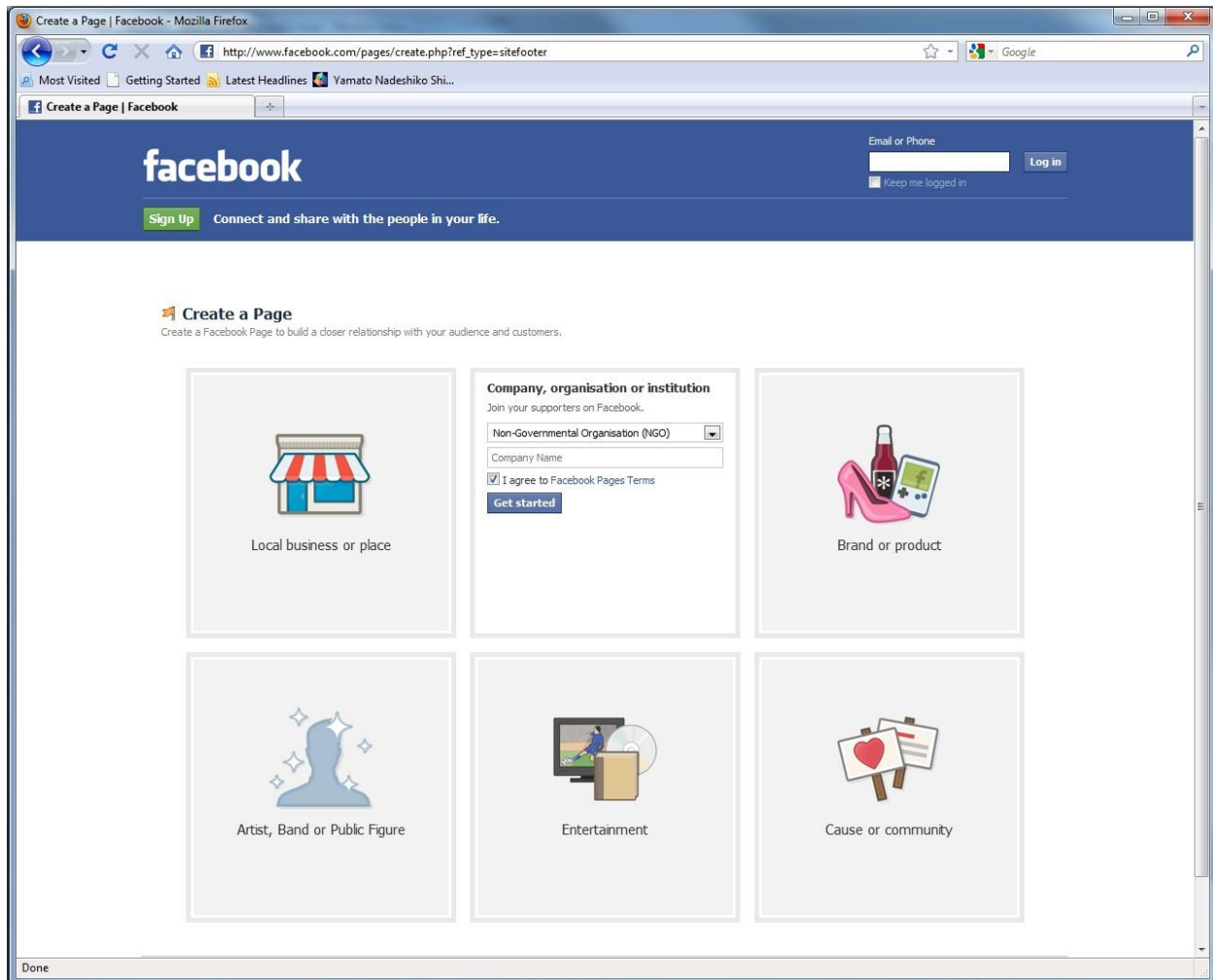


Figure 3

10. Update all the NGO information on the page
11. In the Admin Panel the NGO can then assign other Facebook users as admin for the page as shown in Figure 4

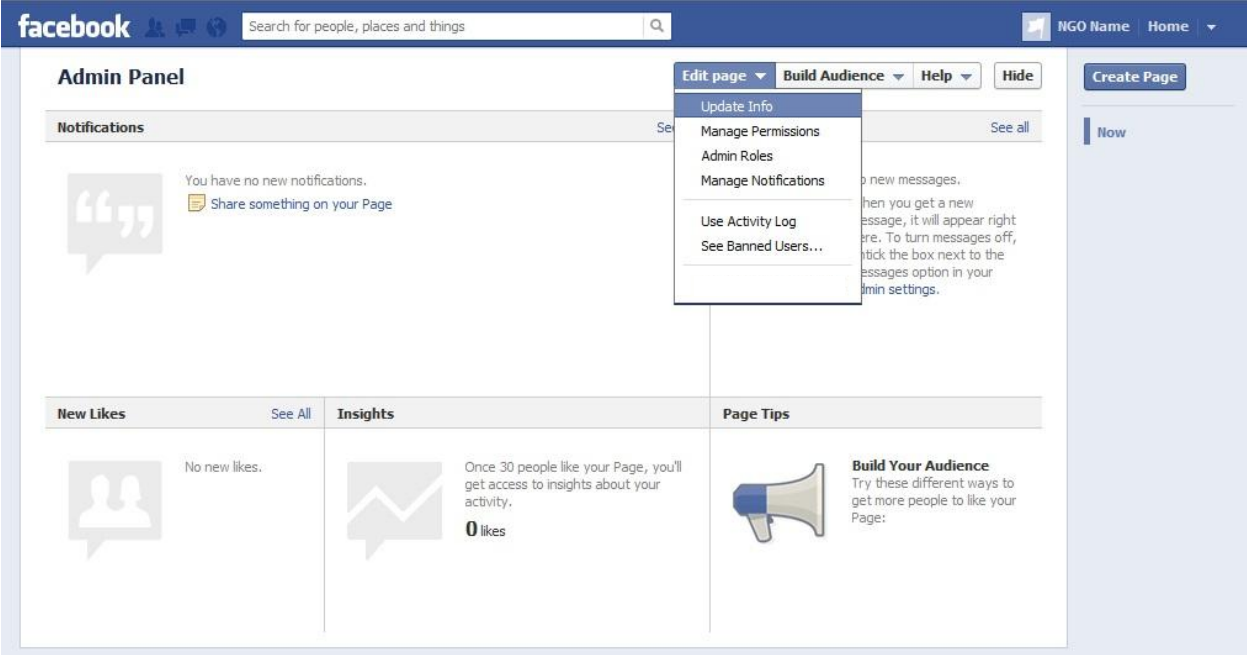


Figure 4

12. The NGO can then link the Facebook page to their email's address book to invite all emails in their contact book to like the page (see Figure 5)

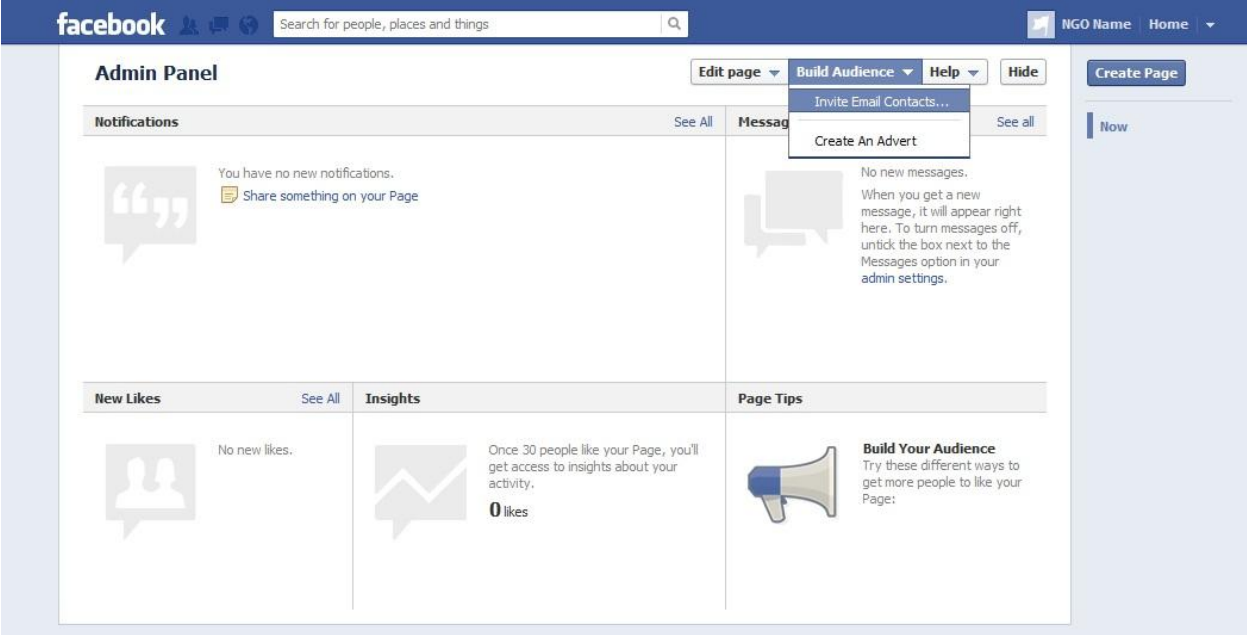


Figure 5

Creating a Facebook Event

In order to create an official NGO event it is suggested that it be done through the NGO Facebook page rather than a personal Facebook account. If the NGO does not have a Facebook page see the section on how to create a Facebook page.

Steps on how to create a Facebook event via a Facebook page:

1. Sign-in to Facebook
2. Click on “Insights” on the left panel (see red highlight in Figure 6), this will redirect the user to the Admin Panel of the Facebook page

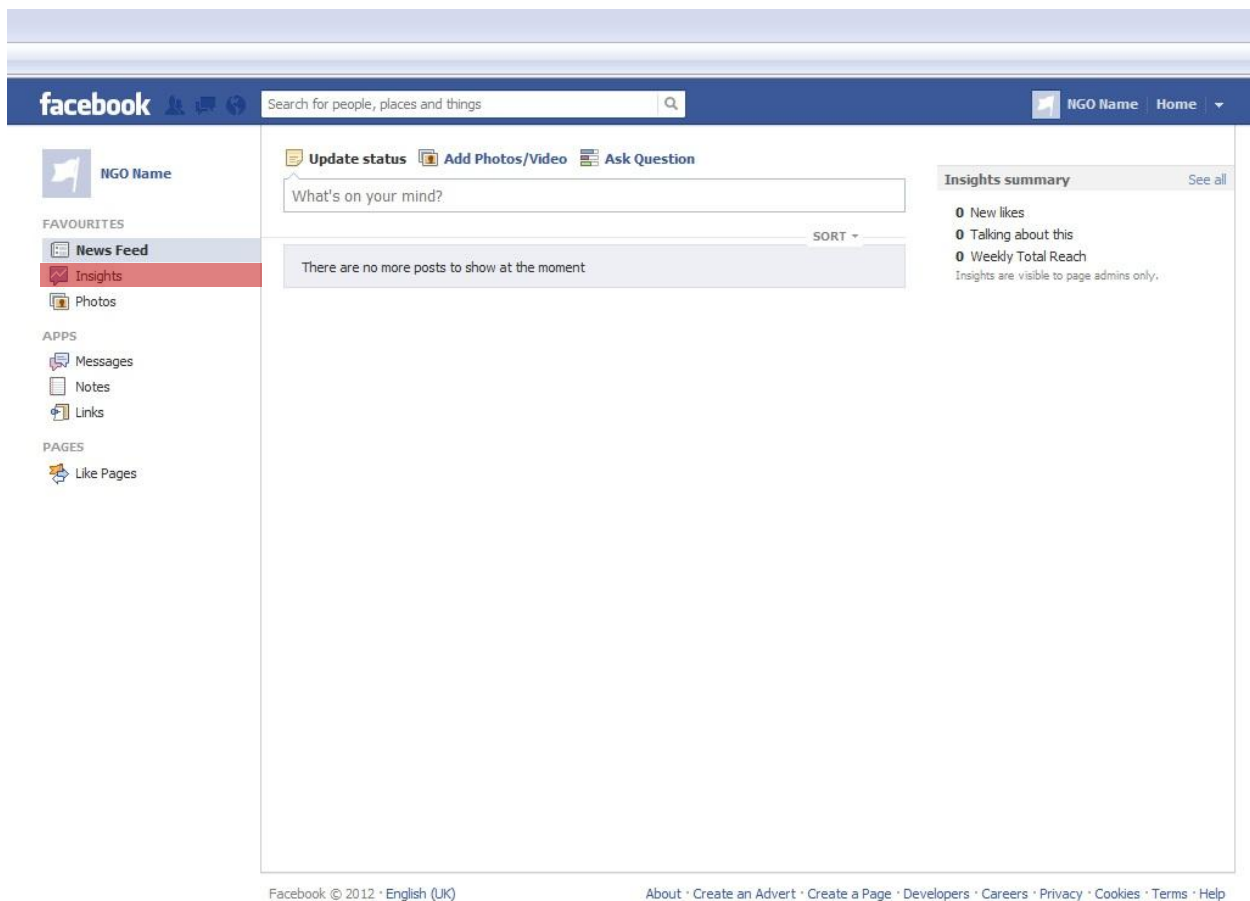


Figure 6

3. On the Admin Panel click “Event, Milestone + ” (see red highlight in Figure 7), this will expand and click on “Event”

The image shows the Facebook Admin Panel for a page named "NGO Name". The top navigation bar includes the Facebook logo, a search bar, and the page name. The Admin Panel is divided into several sections: "Notifications", "Messages", "New Likes", "Insights", and "Page Tips". Below these is the page profile section with a profile picture and cover photo. The main content area shows a post composer with a dropdown menu open, displaying options: "Status", "Photo / Video", "Event, Milestone +", "Event", "Milestone", and "Question". A callout box highlights the "Event, Milestone +" dropdown menu, and an arrow points from the "Event" option in the dropdown to the "Event" option in the callout box. The post composer also shows a "Post" button and a "Highlights" dropdown. Below the post composer is a "Joined Facebook" notification and a "See Your Ad Here" section.

Figure 7

4. A small box will pop-up in the window that will prompt the user to enter the details of the event.
5. When complete click "create", which will redirect the user to the event page

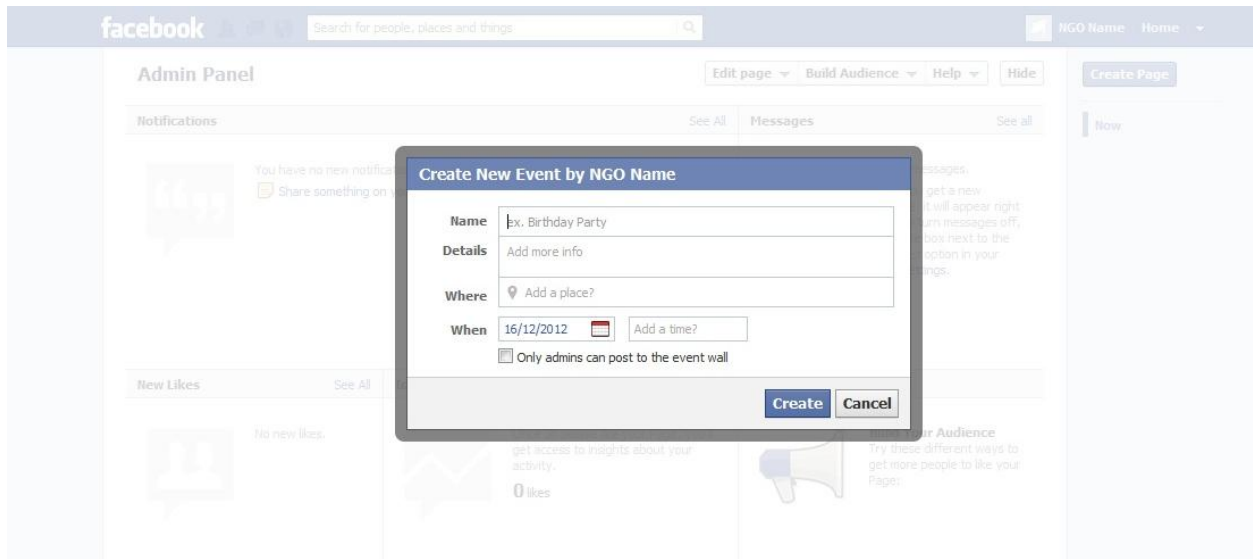


Figure 8

6. At the event page edit any details and add a profile photo for the event
7. Adjust the address to make sure it appears on the map, facilitating directions to the event for guests
8. In the event wall the NGO can upload videos, photos or post links to provide more information
9. Ensure that the event is “public”

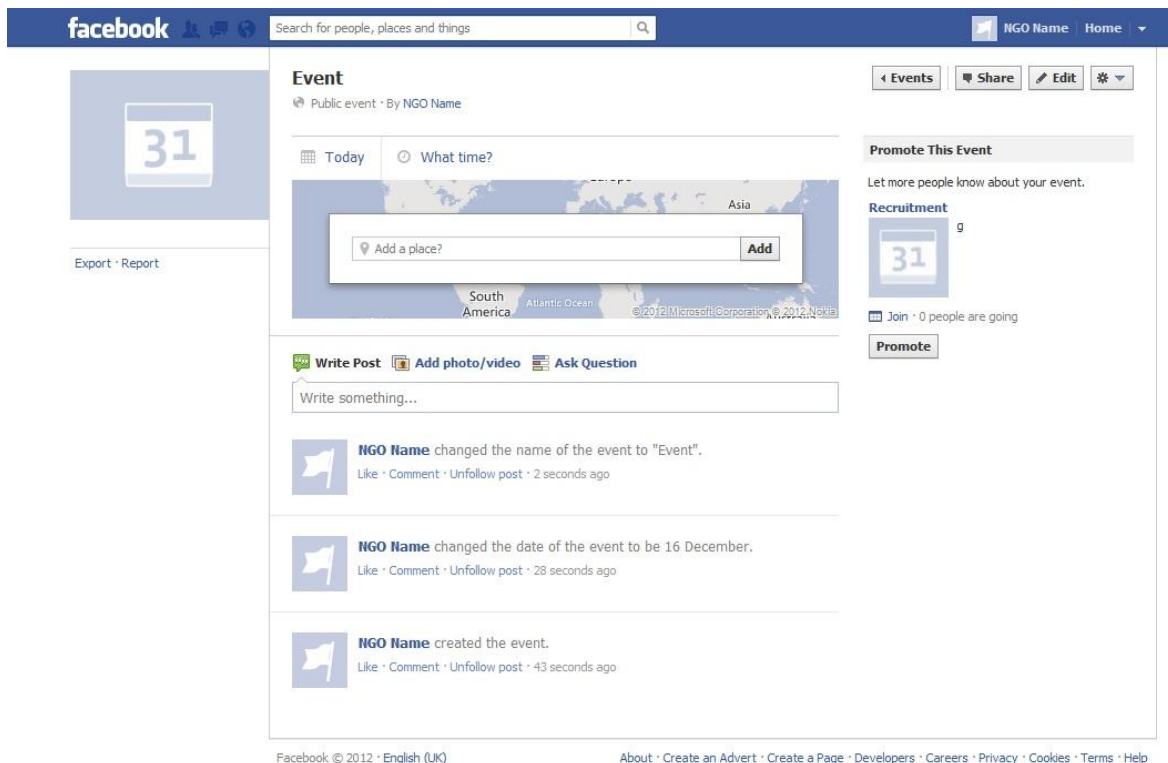


Figure 9

Creating an Online Application Form

There are many ways of creating online forms but the simplest method that requires no IT staff or technicians is using Google Docs. In order to use Google Docs the NGO must create a Gmail account. Although the NGO may see this as a hassle, particularly of having to open the Gmail account to check applications and correspondence, the NGO can adjust the email settings so that the Gmail account forwards all mail to the NGO recruitment email. Furthermore, the NGO can adjust the settings of the application database so that it can be viewed by selected authorized emails.

Steps for creating an online application using Google Docs Forms:

1. After creating a Gmail account click on “Drive” in the top toolbar
2. On the left panel click the orange button labeled “Create” and select “Form”, this will open the form editor (see Figure 10)

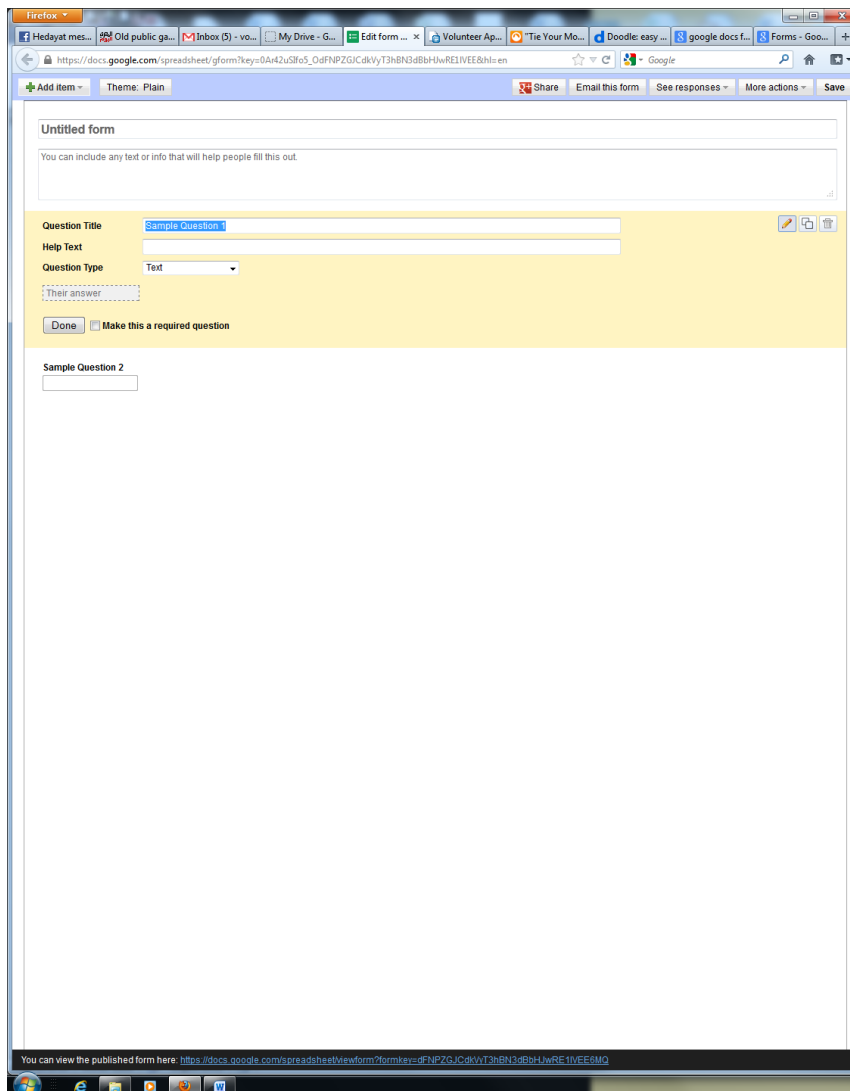


Figure 10

3. Edit the form to create an appropriate application form for the NGO (see Figure 11 to 14 for an example). The form will appear to applicants as seen in Figure 15, this view can be accessed from the link at the bottom of the form editor screen
4. Click on “More Actions” on the right corner of the form editor toolbar then click on “Edit confirmation”. The NGO should then edit the response the applicant will see upon submitting their application.

Example: Thank you for applying to Plan Egypt. You will be contacted within the next couple of days.

Plan Egypt

The NGO can then choose to “publish summary response” or not, this means that the applicant will be able to see a summary of their application upon submission.

Click “Save”

5. Through the form editor the NGO will be able to email the form to people directly via the “Email this form” button in the toolbar
6. The NGO can see responses in two formats: summary or spreadsheet. The spreadsheet format (see Figure 16) will tabulate all the applications, each applicant having a row. The summary format will provide a visual summary of applications. These two formats can be accessed in two ways each:
 - a. In the form editor view click “see responses” and then choose either “spreadsheet” or “summary”
 - b. In the Drive click on the form which will open the “spreadsheet”. To access the summary view click “Form” in the toolbar then “show summary of responses”.
7. To access the editor from the Drive click on the form which will open the “spreadsheet”, then click “Form” in the toolbar followed by “edit form”. The NGO can also send the application through this method by clicking “send form” instead of “edit form”
8. Ensure that the NGO receives notifications when people submit applications by clicking on “Tools” in the toolbar of the spreadsheet view, then “notification rules...”. Check the options that the NGO prefers. Checking “a user submits a form” and “email – right away” to receive one notification per applicant. Save
9. To enable administrators accessing the form from other emails click on “share” in the spreadsheet view then in “add people” enter the email addresses the NGO wants to give administrative powers to and before clicking “share and save” on the right of the email entered will be blue text labeled “can edit”, click on that to change to “can view” if that email should view but not edit the form. “Save and Share”
10. For further help with the forms the NGO should check out Google’s help:

<http://support.google.com/drive/bin/topic.py?hl=en&topic=1360904&parent=2811744&ctx=topic>

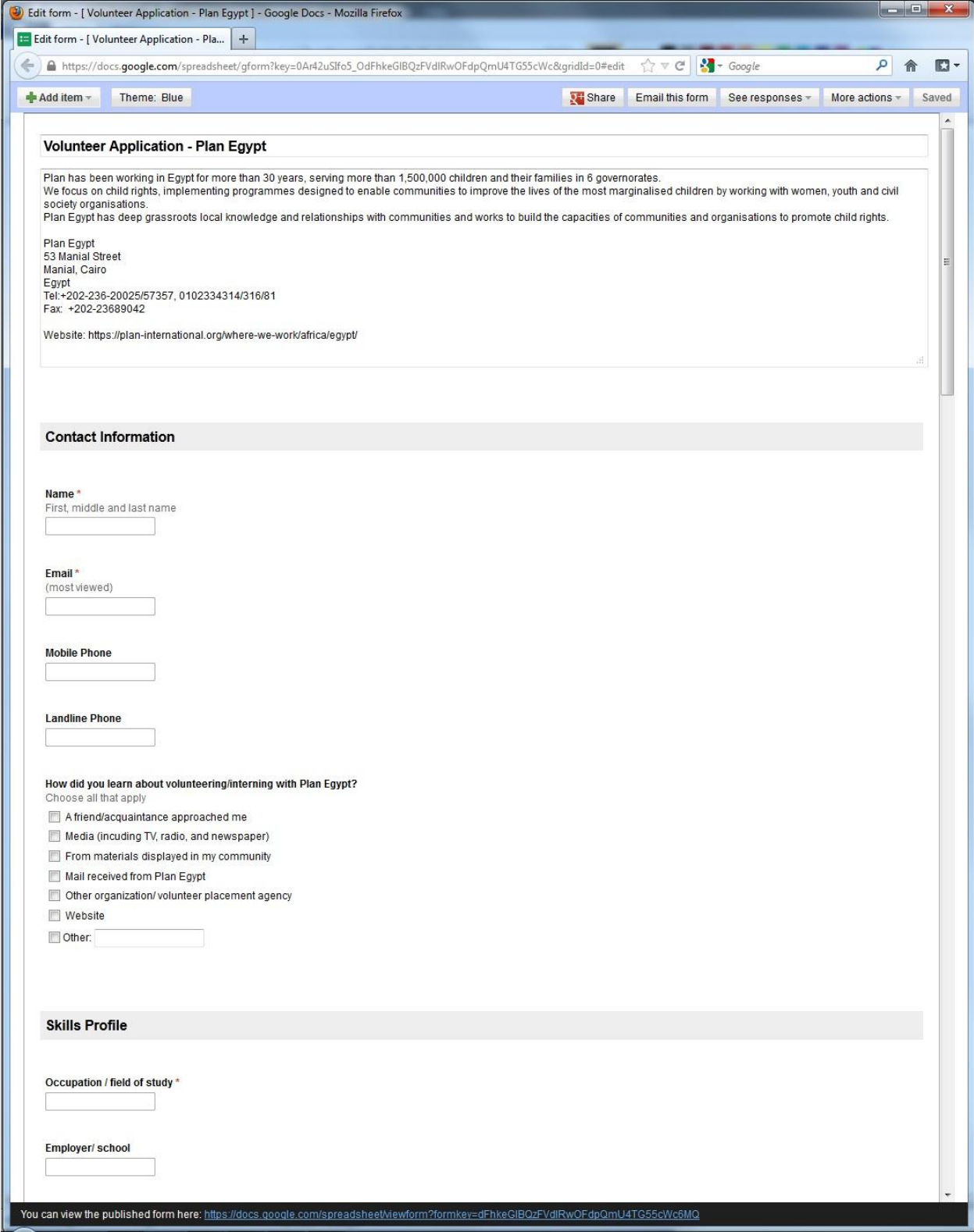


Figure 11

Edit form - [Volunteer Application - Plan Egypt] - Google Docs - Mozilla Firefox

Edit form - [Volunteer Application - Pla... +

https://docs.google.com/spreadsheets/gform?key=0Ar42uSifo5_OdFhkeGIBQzFVdlRwOFdpQmU4TG55cWc&gridId=0#edit ☆ Google

+ Add item Theme: Blue Share Email this form See responses More actions Saved

Employer/ school

Previous/ present volunteer and/or internship and/ or work experience: *

If applying for a certain position(s) from those listed in the "Job Description List" document, state these:
 Link to "Job Description List" document: https://docs.google.com/open?id=0B742uSifo5_OOGEzWHhwTzybVE

What skills would you like to use in a volunteer / internship role with us? *
 Choose all that apply

- Event planning / committee work
- Fundraising
- General office duties
- Business / administration
- Communications / media relations
- Marketing / public relations
- Leadership skills
- Community outreach
- Presentation
- Early childhood development
- Street children
- Public health
- Working with the disabled
- Computer: internet/website
- Computer: keyboarding/ data entry
- Computer: word processing skills
- Volunteer development / coordination
- Writing / editing
- Translation: written
- Translation: oral
- Photography
- Graphic design
- Other:

For which office would you prefer to work for? *
 Programme units are offices in the field

- Cairo
- Giza
- Alexandria
- Qalyoubiya
- Assyut
- Beheira
- Do not have a preference

You can view the published form here: <https://docs.google.com/spreadsheets/viewform?formkey=dFhkeGIBQzFVdlRwOFdpQmU4TG55cWc6MQ>

Figure 12

Edit form - [Volunteer Application - Plan Egypt] - Google Docs - Mozilla Firefox

https://docs.google.com/spreadsheet/gform?key=0Ar42uSfo5_OdFhkeGIBQzFVdlRwOFdpQmU4TG55cWc&gridId=0#edit

Theme: Blue

Share Email this form See responses More actions Saved

Do you prefer*
 Programme units are offices in the field

- Office work
- Field work
- Indifferent
- Both

Plan Egypt has four main programmes, rank them according to your preference:*
 For more information on each programme: <https://plan-international.org/where-we-work/africa/egypt/what-we-do>

	Ranked 1	Ranked 2	Ranked 3	Ranked 4
Protection and participation of children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth development and leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Girls' and women's empowerment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active citizenship, civil society participation and alliances with the government and private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Language Skills

English*

1 2 3 4 5

None Excellent

Egyptian Arabic*

1 2 3 4 5

None Excellent

Modern Standard Arabic

1 2 3 4 5

None Excellent

Traditional Arabic

1 2 3 4 5

None Excellent

Other
(and proficiency)

Other
(and proficiency)

Other
(and proficiency)

You can view the published form here: <https://docs.google.com/spreadsheet/viewform?formkey=dFhkeGIBQzFVdlRwOFdpQmU4TG55cWc6MQ>

Figure 13

Edit form - [Volunteer Application - Plan Egypt] - Google Docs - Mozilla Firefox

https://docs.google.com/spreadsheet/gform?key=0Ar42uSifo5_OdFhkeGIBQzFVdlRwOFdpQmU4TG55cWc&gridId=0#edit

Theme: Blue

Share Email this form See responses More actions Saved

Commitment and Availability

If you have a preference, please indicate in which period of the year you would like to be with Plan: *

How much time are you willing to commit to Plan? *
Per week, or year

What schedule of working hours would you like to follow? *
For example, a couple of hours in the mornings on weekends, one hour per weekday

References

Please list three (3) references (other than family members and friends):

Reference 1 *
Name, Title, Organization / company, Email, Phone

Reference 2 *
Name, Title, Organization / company, Email, Phone

Reference 3 *
Name, Title, Organization / company, Email, Phone

Volunteer / Intern Confidentiality Agreement

At all times, the privacy and dignity of clients, donors, volunteers/interns, and staff will be respected, and the mission and vision of Plan will be followed in accordance with the relevant policies, standards, and guidelines. As a volunteer/intern with Plan Egypt, you may have access to information and documents relating to clients, donors, volunteers/interns, and staff that are private and confidential in nature. All records are the property of Plan Egypt and will be treated as confidential material; reasonable care and caution should be exercised to protect and maintain total confidentiality. No person shall read records or discuss such information unless there is a legitimate purpose.

By submitting this application, you acknowledge that the information provided is true and accurate, and that you have read, understand, and will abide by the agreement above. And by submitting this form, you grant Plan Egypt permission to contact the references listed.

You can view the published form here: <https://docs.google.com/spreadsheet/viewform?formkey=dFhkeGIBQzFVdlRwOFdpQmU4TG55cWc6MQ>

Figure 14

The image shows a Firefox browser window displaying a Google Docs form titled "Volunteer Application - Plan Egypt". The browser's address bar shows the URL: <https://docs.google.com/spreadsheet/viewform?formkey=dFhkeGIBQzFVdlRwOFdpQmU4TG55cWc6MQ#gid=0>. The form content is as follows:

Volunteer Application - Plan Egypt

Plan has been working in Egypt for more than 30 years, serving more than 1,500,000 children and their families in 6 governorates.
We focus on child rights, implementing programmes designed to enable communities to improve the lives of the most marginalised children by working with women, youth and civil society organisations.
Plan Egypt has deep grassroots local knowledge and relationships with communities and works to build the capacities of communities and organisations to promote child rights.

Plan Egypt
53 Manial Street
Manial, Cairo
Egypt
Tel: +202-236-20025/57357, 0102334314/316/81
Fax: +202-23689042

Website: <https://plan-international.org/where-we-work/africa/egypt/>
* Required

Contact Information

Name *
First, middle and last name

Email *
(most viewed)

Mobile Phone

Landline Phone

How did you learn about volunteering/interning with Plan Egypt?
Choose all that apply

- A friend/acquaintance approached me
- Media (including TV, radio, and newspaper)
- From materials displayed in my community
- Mail received from Plan Egypt
- Other organization/ volunteer placement agency
- Website
- Other:

Skills Profile

Occupation / field of study *

Employer/ school

Figure 15

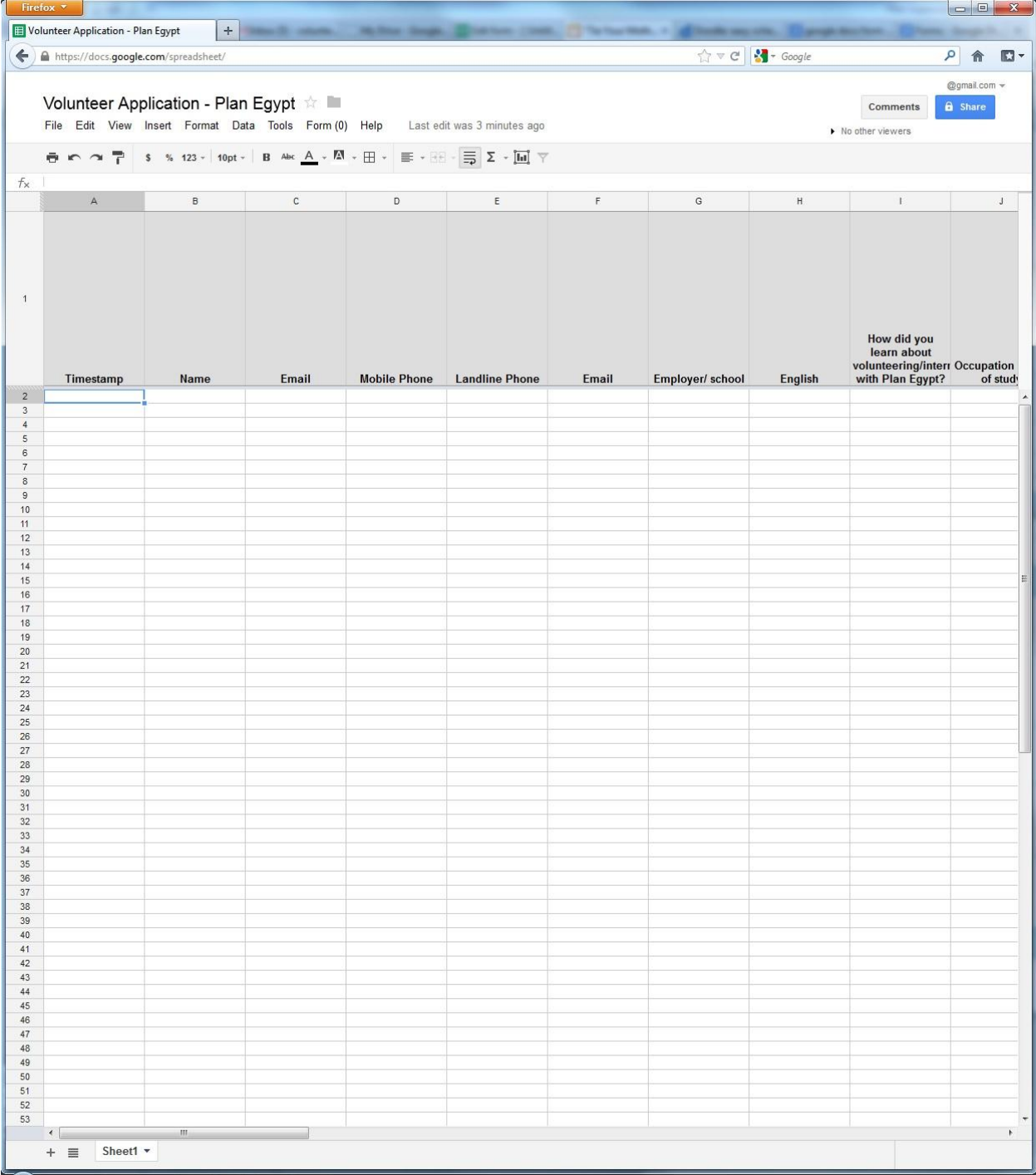


Figure 16

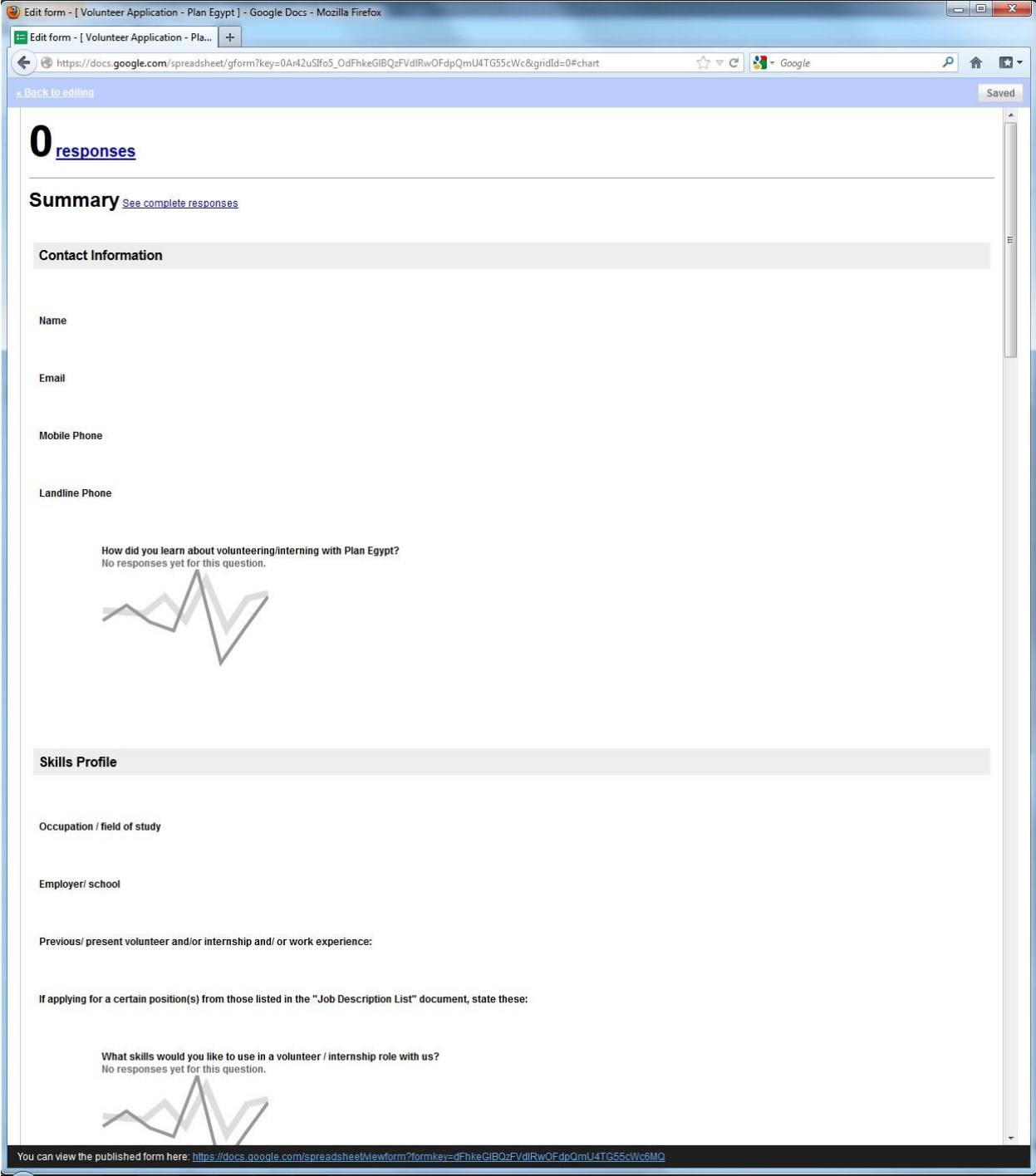


Figure 17

Creating Online Documents

Read the intro to the “Creating an Online Application Form” section. After creating a Gmail account click on “Drive” in the top toolbar follow these steps:

There are two ways of creating documents to be available online via Google Docs:

1. Uploading existing documents and converting them:
 - a. The NGO can upload documents using the upload button next to the “create” button
 - b. Open the document and change “share” settings to ensure it’s public to anyone with the link
2. Creating a Google Doc
 - a. Click “Create”, “document”
 - b. Copy paste the content or work directly on the Google document or other format
 - c. Click “Save”
 - d. Click “Share”

Creating an Online Interview Schedule

The easiest two options to create an online schedule are by creating a Google Doc Spreadsheet (see the section on Creating Online Documents) or using Doodle.

Steps to use Doodle:

1. Access <http://doodle.com/> and create an account
2. After signing in, click “Schedule an event” (see red highlight in Figure 18)

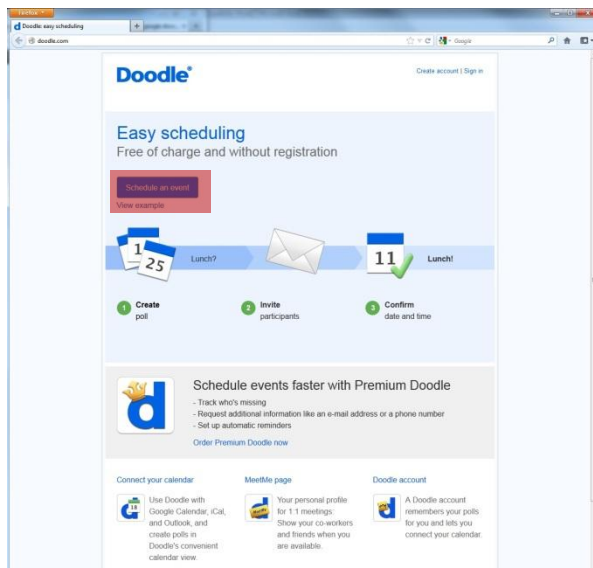


Figure 18

3. Insert details of event (see Figure 19 for example), click next

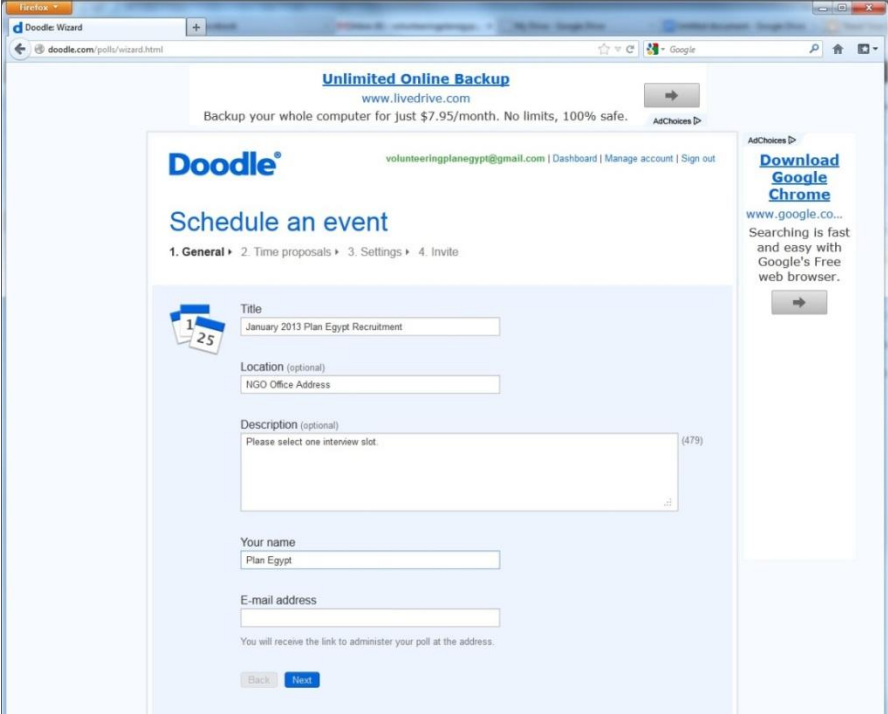


Figure 19

4. Choose interview dates on calendar (see Figure 20), click next

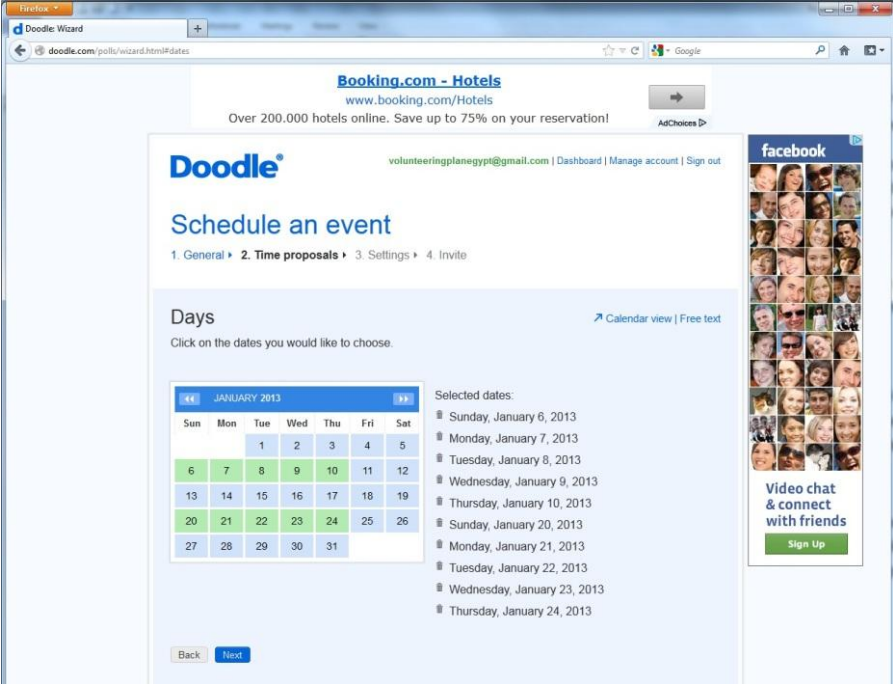


Figure 20

5. Choose time slots, to add more time slots on each day click “Add further time slots” located under time slot table. To save time the NGO can fill out the times for the first row then click “copy and paste first row”, click next
6. Click “settings”, check “hidden poll” so only NGO can see names of people that signed-up for time slots, check “participant can only choose one option”, and “limit the number of participants per option” to ensure that there is no double booking. If the NGO wishes to confirm time slots with applicants without opening their applications they can check any of the “binding participation” options to have a form of contact.
7. The NGO can then choose to send the interview schedule through doodle or manually through the NGO’s email.

If the NGO chooses to do it through doodle:

- a. Enter email addresses of applicants the NGO wants to interview
- b. Edit the message to ensure the applicant understands what it is they are receiving and to choose a time slot for their interview
- c. Click “Send and finish”

If the NGO chooses to do it manually via the NGO mail:

- a. Click “finish”
- b. Copy the participation link (see red highlight in Figure 21)
- c. Compose an email including the participation link and send to desired applicants

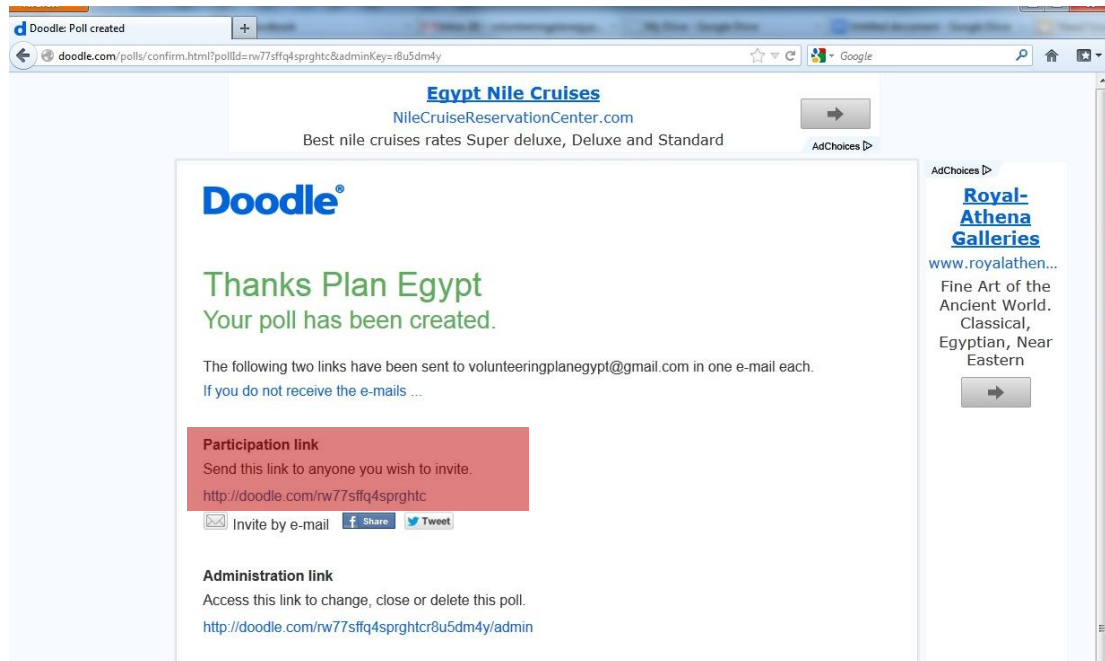


Figure 21

Appendix B

Sample Volunteer-NGO Contract

We really value our volunteers and the work they do, and will do the best we can to make your volunteer experience with us enjoyable and rewarding. This Volunteer Agreement describes the arrangement between Plan-Egypt and you. All volunteers are expected to sign the following agreement at the beginning of their placement with Plan-Egypt:

I, _____, agree to undertake a placement as a volunteer
(Name)

_____ for Plan Egypt from _____
(Title) (Date)

to _____ for [X] hours per week.
(Date)

It is a precondition for your acceptance by Plan-Egypt as a volunteer that you expressly consent to the following terms governing your placement:

- I. According to the terms of this placement, I agree to attend all mandatory training sessions provided by Plan-Egypt.
- II. According to the terms of this placement, I have read and agree to all of the conditions delineated in the Plan-Egypt Office Manual for staff members, which includes paid and volunteer staff members of Plan-Egypt. If the Plan-Egypt Office Manual is amended subsequent to the signing of this agreement, I will be subject to the amended terms upon my review of the amendments and my signing of a statement to the effect that I agree to abide by the amended terms.
- III. I agree to assume all the risks and responsibilities surrounding my participation in Plan-Egypt. To the maximum extent permitted by Egyptian law, I release, hold harmless, and agree to indemnify Plan-Egypt, its officers, directors, staff, representatives, volunteers, employees, and agents from and against any present or future claim, loss or liability for property damage, personal injury or death, expenses or other losses which I may suffer, or for which I may be liable to any other person, during my participation in the Plan-Egypt Program resulting from any cause, including but not limited to, ordinary or gross negligence by host, its directors, officers, staff, representatives, volunteers, employees or agents.

Signed _____ Date _____

Sample Volunteer Job Position Description Template

Job Type Volunteer Position

Job Title [Job Title]

Desired Start Date [DD/MM/YY]

Description

The [position title] is a position of [number of months] months' duration. [Position title] are assigned to work in the [name of team] and are responsible for [responsibilities]. [Position title] are expected to work full-time (35 hours per week) and to be present in Plan-Egypt offices from [time] am to [time] pm. **This is an unpaid position.**

Requirements

- English being the official language of Plan-Egypt, the [position title] must be fluent in both oral and written English. Arabic is an advantage.
- A Bachelor's degree in [discipline], but other Master's degrees or equivalent experience in a related field are also acceptable. (Not required for young volunteers)
- A background in [discipline].
- Ability to prepare high-quality written submissions.
- A positive attitude and sensitive manner when dealing with clients including a range of interviewing skills for dealing with challenging scenarios.
- A mature work ethic.
- Ability to organize, multi-task and prioritize workload in order to adequately meet deadlines in a fast-paced environment while working with limited resources.

Reports to [Title of Supervisor]

How to Apply [Application Instructions, may include link to online application]

Sample Special Student Schedule




	Sunday	Monday	Tuesday	Wednesday	Thursday
8:00 - 9:00			Red	Yellow	Red
9:00 - 10:00	Red		Red	Yellow	Red
10:00 - 11:00	Red	Blue	Red	Yellow	Red
11:00 - 12:00	Red	Blue	Red	Blue	Red
12:00 - 1:00	Red	Blue	Red	Blue	Red
1:00 - 2:00	Red	Blue	Yellow	Blue	Red
2:00 - 3:00		Blue	Yellow	Blue	Red
3:00 - 4:00		Blue	Yellow	Blue	Red
4:00 - 5:00			Yellow	Blue	
5:00 - 6:00			Yellow	Blue	
	Volunteer 1				
	Volunteer 2				
	Volunteer 3				

Figure 22

Sample Case Management Sheet

	Volunteer 1	Volunteer 2	Volunteer 3	Volunteer 4	Volunteer 5	Volunteer 6	Volunteer 7
Brief Description	Research	Contacts	Supervised by	Deadline	External NGO partnerships	Additional Info	
Task 1							
Task 2							
Task 3							
Task 4							
Task 5							
Task 6							

Figure 23

Sample Skills Matrix

Name	Gender	Nationality	Language(s)	Date joined Plan-Egypt	Educational Background	Courses, research interests and publications
Volunteer 1						
Volunteer 2						
Volunteer 3						

Figure 24

Sample Supervisor Performance Evaluation

Review Period:	Today's Date:
Name:	Date of Hire:
Position:	Last appraisal date:
Appraiser's Name:	Department:

PERFORMANCE RATING SCALE						
1	2.5	3	3.5	4	4.5	5
Below Average	Average	Above Average	Good	Very Good	Excellent	Outstanding

FOSTERING A TEAM ENVIRONMENT	Appraiser Rating	Remarks
Provides constructive feedback; welcomes constructive criticism; involves staff in deciding how to improve the work of the team.		
Is consistently thoughtful and responsive when communicating with volunteers; is an articulate spokesperson for the team's views.		
Uses a communication style with others in a manner that achieves the desired while showing respect and professionalism.		
Consistently motivates volunteers to learn; regularly combines training and delegation to develop volunteers and close performance gaps.		
Effectively matches team members' talents to strengths; consistently adjusts assignments as team members' skills warrant changing responsibilities.		

MAXIMIZING PERFORMANCE RESULTS	Appraiser Rating	Remarks
Identifies causes for problems and recommends effective alternatives or solutions; regularly addresses the root causes and implements solutions to problems.		
Consistently assists volunteers to organize their workload and stay on schedule.		
Coaches volunteers to express ideas and decisions in an open and confident manner.		

AREAS OF IMPROVEMENT, GOALS, ADDITIONAL TRAINING AND ACTIVITIES FOR NEXT PERIOD

Progress toward meeting these goals will be reviewed at the time of the next evaluation.

Supervisor:

Name:

Signature: _____ Date: _____

Volunteer:

Signature: _____ Date: _____

My signature indicates that I have received a copy of this evaluation.

The employee being evaluated is to receive a copy of the completed evaluation form and one copy shall be placed in the personnel file.

Sample Volunteer Performance Evaluation

Review Period:	Today's Date:
Name:	Date of Hire:
Position:	Last appraisal date:
Appraiser's Name:	Department:

PERFORMANCE RATING SCALE						
1	2.5	3	3.5	4	4.5	5
Below Average	Average	Above Average	Good	Very Good	Excellent	Outstanding

DEPENDABILITY (The extent to which the volunteer can be counted on to fulfill job responsibilities)	Self-Rating	Appraiser Rating	Remarks
Observes established attendance requirements and policies.			
Demonstrates flexibility in responding to Plan-Egypt needs (e.g., accommodating non-traditional work hours to facilitate client/Plan-Egypt needs).			
Demonstrates the ability to work independently.			
Arrives at work on time and prepared.			
Attends all required staff trainings.			
Follows through on all assigned tasks in a timely fashion.			
Conducts extensive research for specific projects and general organizational purposes.			

Seeks and follows advice from colleagues and supervisors.			
INTERPERSONAL SKILLS (The extent to which the volunteer is able to communicate and work effectively with others)	Self-Rating	Appraiser Rating	Remarks
Works as a team member and accepts share of responsibilities and duties.			
Expresses him/herself appropriately in verbal and written communication.			
Accepts supervisory feedback, critique, and directions			
Works cordially and effectively with colleagues within team.			
Works effectively with clients or colleagues from other teams and organizations.			
Respects the rights, dignity, privacy, and property of others.			
Demonstrates the ability to deal appropriately with conflict.			
Demonstrates a clear understanding of the ethnic, social, religious and cultural uniqueness of Plan's work.			
JUDGMENT & INITIATIVE (The extent to which the volunteer displays original thinking & analysis, and can act consistently with Plan-Egypt principles (without direct supervision))	Self-Rating	Appraiser Rating	Remarks
Demonstrates the ability to make decisions consistent with team policy and Plan-Egypt in general			
Demonstrates the ability to recognize unexpected or			

emergency situations and acts accordingly			
Maintains strict confidentiality of all sensitive material and information.			
Demonstrates the ability to decide when to proceed independently and when to seek supervision.			
Offers suggestions for new ways of looking at issues, new ways of doing things, new services, etc.			
Demonstrates positive attitude and sensitive manner when dealing with clients.			

AREAS OF IMPROVEMENT, GOALS, ADDITIONAL TRAINING AND ACTIVITIES FOR NEXT PERIOD

Progress toward meeting these goals will be reviewed at the time of the next evaluation.

Volunteer:

Signature: _____ Date: _____

My signature indicates that I have received a copy of this evaluation.

Supervisor:

Name:

Signature: _____ Date: _____

The employee being evaluated is to receive a copy of the completed evaluation form and one copy shall be placed in the personnel file.

Appendix C

Sample Volunteer Feedback Form

Thank you for your work at Plan-Egypt. Please take time to fill out the following to provide feedback about your experience at Plan-Egypt. Your feedback is important to us.

Name:		Job Title:	
Length of employment:		Starting Date:	
<u>Project Satisfaction</u> Please tick <input checked="" type="checkbox"/> one: <input type="checkbox"/> Excellent <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Unacceptable Please state the reason(s) you chose your rating:	<u>Employment Satisfaction</u> Please tick <input checked="" type="checkbox"/> one: <input type="checkbox"/> Excellent <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Unacceptable Please state the reason(s) you chose your rating:	<u>Overall Experience</u> Please tick <input checked="" type="checkbox"/> one: <input type="checkbox"/> Excellent <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Unacceptable Please state the reason(s) you chose your rating:	

Please take the time to answer these questions:

1. Were project goals and strategies clearly explained?

2. Did you feel that you and your contributions were valued at Plan-Egypt?

3. Do you have any suggestions on how to improve the volunteer experience at Plan-Egypt?

4. What were your favorite moments while employed at Plan-Egypt?

5. What were your least favorite moments while employed at Plan-Egypt?

6. Did you feel that you had all the necessary information required to properly do your job at Plan-Egypt?

7. Was there anything outside of your job description that you feel Plan-Egypt could have explained better or provided information on?

8. Do you have any suggestions in regards to project management at Plan-Egypt?

9. Did your time at Plan-Egypt meet your expectations? Why or why not?

10. Did you develop any new skills or improve on existing skills during your time at Plan-Egypt?

11. If you were to recommend volunteering at Plan-Egypt to a friend or family member what about the experience would you emphasize?

12. If you were to volunteer again at Plan-Egypt what would you expect your role to be?

Newsletter

If you are interested in receiving our online newsletter please leave your email address:

Sample Volunteer Evaluation Form

Name of Volunteer:		Job Title:	
Length of employment:		Starting Date:	
First-time volunteer at plan? Y/N If no, when were they previously employed?			
<u>Volunteer Productivity</u> Please tick <input checked="" type="checkbox"/> one: <input type="checkbox"/> Excellent <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Unacceptable Please state the reason(s) you chose your rating:		<u>Volunteer Behavior</u> Please tick <input checked="" type="checkbox"/> one: <input type="checkbox"/> Excellent <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Unacceptable Please state the reason(s) you chose your rating:	
		<u>Overall Performance</u> Please tick <input checked="" type="checkbox"/> one: <input type="checkbox"/> Excellent <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Unacceptable Please state the reason(s) you chose your rating:	

Please take the time to answer these questions:

1. Were project goals and strategies clearly understood?

2. Was the volunteer enthusiastic about their role at Plan-Egypt?

3. Are there any suggestions on how to improve the volunteer's overall performance?

4. Did the volunteer display show proficiency at their duties?

5. Did the volunteer struggle during the employment period?

6. Was the volunteer properly instructed/trained for their job?

7. Could the volunteer have been managed more effectively?

8. Did the volunteer report satisfaction with their employment?

9. Was the volunteer taught new skills while employed at Plan-Egypt?

10. Would the volunteer be a good ambassador for Plan-Egypt?

11. Did the volunteer exhibit leadership qualities or were they assigned a leadership position during their employment? If so how did they perform?

12. Did the volunteer express interest in volunteering again?
