



Volunteering for a  
Sustainable World

VoW

# VoW TRAINING COURSE

## MODULE 1: Guide to the volunteer's journey

### 1.1. Volunteers Recruitment

## Index

- ❖ Definition
- ❖ Recruitment tools
- ❖ Good practices
- ❖ Inclusivity in the recruitment process

## Introduction

In this Unit, we will see different tools we can use to attract volunteers and different examples on how to use them.

## Definition

Two different definitions:

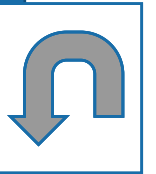


*Click on the numbers*

## Definition

1

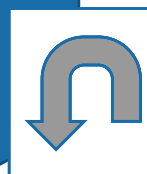
“Volunteer recruitment is the process of attracting and recruiting volunteers to your organisation whose values align with your nonprofit’s values. These volunteers should have the time, skills, and interests to help you provide programming and services to your beneficiaries.”



## Definition

2

“Volunteer recruitment is the process of attracting prospective volunteers to your cause and screening them to ensure they meet the necessary requirements. You might recruit volunteers to complete a specific job or simply to join your pool of on-hand volunteers that your organisation can regularly call on for miscellaneous tasks.”



## Definition

If you want to know one of the key conclusions of the study on this subject in the VoW Project click on the image:



## Definition

We have come across one key insight about this definition: if the volunteer-to-be shares the organisation's values and is willing to learn, we are eager to collaborate with them. Hence, it is not necessary for them to have a specific profile in the beginning of their engagement

*To know more about this, go to the VoW Project profiles*

**Click Here** 



## Recruitment Tools

Partners of the VoW project have agreed to a classification of the different ways to attract volunteers, consisting in four categories.



**Go to the categories**

## Recruitment Tools

Typology	Direct	Indirect
<b>Digital Tools</b>	Direct ways of communication, such as presentation of the volunteering offers in video calls.	Non-direct ways of communication involving digital tools such as ads on web pages or on social media.
<b>Non-Digital Tools</b>	Direct ways of communication such as talking to clients in the shop and participating in external events.	Non-direct ways of communication using physical elements, such as posters, flyers, magnets, aprons...

## **Recruitment Tools. Direct Digital Tools**

### **Online Information sessions**

Informative open session organised by employees to explain the organisation's missions and the volunteering offers.

**How?**



**Through a video call**

## Recruitment Tools. Indirect Digital Tools

### Organisation's website

Organisations can post the volunteering positions/vacancies on their website.

From here, the candidate can send their application via an online form or via e-mail.



Ad's Characteristics

## Recruitment Tools. Indirect Digital Tools

### Organisation's website

The recruitment ads contain:

- Role
- Tasks
- Required experience (if needed)
- Hard and soft skills required for the role.

## Recruitment Tools. Indirect Digital Tools

### Newsletter

Reaching out to the social base of every organisation, via e-mail, with the format of a newsletter, dedicated for volunteer recruitment, or within the (global) organisation's newsletter.



**Note:**

There are examples on how to do it in Unit 2.3 - Communication

## Recruitment Tools. Indirect Digital Tools

### Other portals

In the Third Sector, there are specific web portals to post recruitment ads. These portals work in a similar way to a job-search portal, where the candidate create an account and send their interest to the organisations they chose.

## Recruitment Tools. Indirect Digital Tools

### Other portals



Some examples per country

Belgium	Italy	Spain
<u>La Plateforme Francophone pour le Volontariat</u>	<u>Volontari per un giorno</u>	<u>HacesFalta</u>
<u>Give a day</u>	<u>Romaltruista</u>	<u>Voluncloud</u>



## Recruitment Tools. Indirect Digital Tools

### Social Media

Organisations can use different social media to post recruitment ads..



**Note:**

For a more in-depth information on tools: go to Unit 2.3 - Communication.

## Recruitment Tools. Indirect Digital Tools

### Social Media

We can talk about two kinds of ad recruitment:


- General: a call to have more volunteers
- Specific: by role to fulfil

## Recruitment Tools. Direct Non-Digital Tools

### Word to mouth: "Volunteer Branding"

Via volunteers: Talking to their relatives and clients.

- In the shop and during events, with clients and events participants.
- In a non-formal environment with relatives.



This is the most successful way to recruit new volunteers.

## Recruitment Tools. Direct Non-Digital Tools

### In person Information sessions

Information open sessions organised by the employees to explain the organisation's missions and the volunteering offers.

## Recruitment Tools. Direct Non-Digital Tools

### Special events

Specific events, where the volunteers (alone or with the help of the organisation) organise and define the type of event and its content.



Examples

## Recruitment Tools. Direct Non-Digital Tools

### Special events. Examples

- Informative talk with testimonies and videos + FT snack
- The organisation's breakfast event
- Festive day with a program of events and performances
- Chocolate tasting
- Coffee workshop
- Etc.



**Note:**

There are examples in the resources area of this unit.

## Recruitment Tools. Indirect Non-Digital Tools

Poster claim  
or flyer

Blackboard  
outside the  
shop

The volunteers wearing distinctive gadgets  
saying she/he are a volunteer, such as:

Magnets

Aprons

Cards

## Recruitment Tools

### Third Party involvement

There is another kind of category that involves a third party, this implies outside the organisation's resources, through the networking with other kinds of organisations, both within the Third Sector and outside it.



## Recruitment Tools. Third Party involvement

**Volunteering organisations' events**

**Associations of newcomers**

**University programs**

**Corporate volunteering**

## Recruitment Tools. Third Party involvement

### **Volunteering organisations' events**

Specific programs and events managed by national volunteering organisations.

## Recruitment Tools. Third Party involvement

### Associations of newcomers

Specific organisations working with newcomers (such as asylum seekers and refugees) can have volunteering programs and send people to organisations looking for volunteers.

## Recruitment Tools. Third Party involvement

### University programs

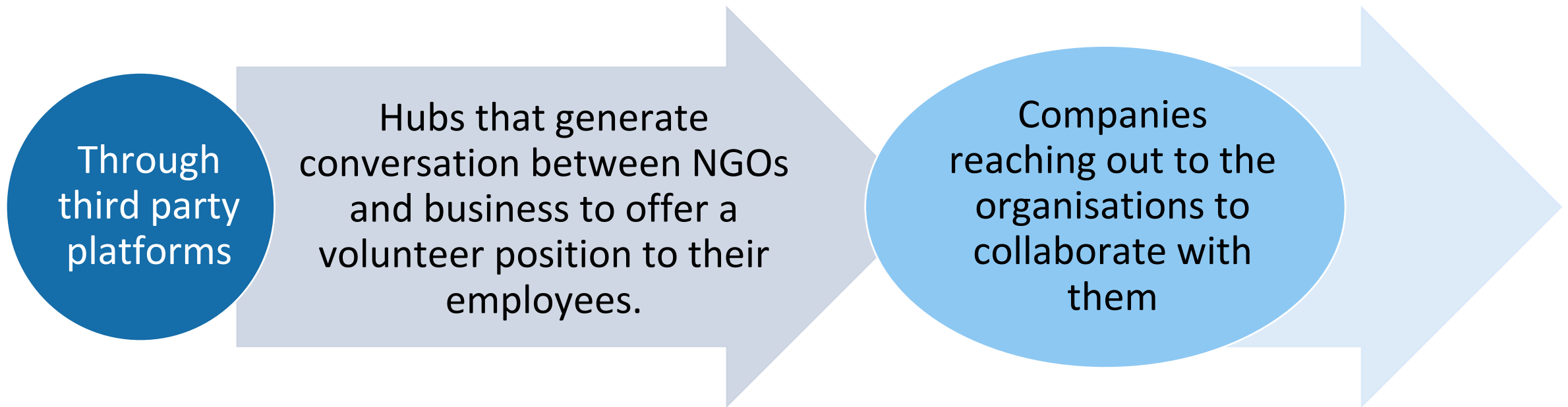
There must be a specific agreement between the organisation and the university.

#### **For example:**

Having groups of students developing communication campaigns to attract new volunteers to the organisations. This work would be part of their course.

## Recruitment Tools. Third Party involvement

### Corporate volunteering



## Good Practices to attract volunteers

	Altromercato	Oxfam Magasins du Monde	Oxfam Intermón
Direct Digital Tools	Social media	<ul style="list-style-type: none"> <li>• Paid Ads on Social Media.</li> <li>• Form on the website</li> </ul>	<ul style="list-style-type: none"> <li>• Social media coordinating campaigns</li> <li>• Online Platforms of volunteer recruitment</li> </ul>
Direct Non-digital tools	Special Events	<ul style="list-style-type: none"> <li>• Special Events</li> <li>• Informal Word to mouth</li> <li>• Events</li> </ul>	Special Events
Indirect non-digital tools		<ul style="list-style-type: none"> <li>• Flyers in the shop</li> <li>• Signs in the streets</li> </ul>	

## Inclusivity in the Recruitment Process

Inclusion is a core value of the Fair Trade organisations working on the VOW project. It is related to the 6<sup>th</sup> Fair Trade principle (no discrimination).

This principle is in every step of the way, from the attraction of volunteers to the day-to-day life of the organisation.

A volunteer responsible for the recruitment of other volunteers has to consider a series of elements (questions) to reflect on the inclusivity of his/her team.



Questions

## Inclusivity in the Recruitment Process

Why does your organisation think they need to diversify their volunteer pool?

Which groups do you want to attract?

Based on this everything that follows might change a bit.

Is the organisation inclusive enough? – If not, does that need to change?

Are the current volunteer pool inclusive enough? – If not, what need to change

How will you make sure these new volunteers can grow within their position?



## Inclusivity in the Recruitment Process

### Think about:

**Framing:** what is attractive/valuable to you, might not be to someone else.

**Language:** the use, the tone...

**Visuals:** what kind of images are we going to use.

**Barriers:** can be language, can be physical, can be financial, etc...

## Inclusivity in the Recruitment Process

Think of inclusion throughout all stages of the volunteer journey

Promotion

Prospection

Attraction

Recruitment

Welcoming

Managing

Offboarding

*Click on each stage to further information*

## Inclusivity in the Recruitment Process

### Stages

#### Promotion

How does your organisation promote itself towards the outside world?



To Stages

## Inclusivity in the Recruitment Process

### Stages

#### Prospection

How does your organisation identify potential volunteers?

How are you going to look beyond the usual candidates?



# Inclusivity in the Recruitment Process

## Stages

Attraction

How does your organisation find/access these potential volunteers?

To Stages

## Inclusivity in the Recruitment Process

### Stages

What does the recruitment process look like for these prospective volunteers?

Recruitment

Are parts of this process perhaps 'scary' or intimidating for volunteers outside your usual candidates?

To Stages

## Inclusivity in the Recruitment Process

### Stages

How are new volunteers welcomed by the team?

Do you have a strong 'in-group culture'?

Welcoming

Are mandatory training involved?  
How can these be exclusionary?

To Stages

## Inclusivity in the Recruitment Process

### Stages

How to keep them active?  
How to keep volunteers motivated?  
How to keep them from leaving?

Answers to these questions can be different for current groups of volunteers and especially for new groups of volunteers.

Managing

To Stages



## Inclusivity in the Recruitment Process

### Stages

How do you approach a volunteer leaving the organisation?

Here as well, when dealing with diverse volunteers the answer to this question may vary based on differing needs.

Offboarding

To Stages

## Inclusivity in the Recruitment Process

**Inclusion is an ongoing process that should be at the center of every step we take, and every decision we make.**

# Resources

- 👍 **EN** – The Ultimate Guide to Volunteer Recruitment: 15+ Strategies. QVIG (USA)  
<https://www.ggiv.com/blog/volunteer-recruitment/#:~:text=recruit%20more%20volunteers-,What%20is%20volunteer%20recruitment%3F,and%20services%20to%20your%20beneficiaries>
- 👍 **EN** – “Volunteer recruitment: a complete guide to power your work”. Mobilize (USA)  
<https://join.mobilize.us/blog/volunteer-recruitment>

## Other Resources

- 👍 **EN** – 15 Types of Questions (With Definitions and Examples) Indeed (USA)  
<https://www.oxfammagasinsdumonde.be/content/uploads/sites/2/2023/03/Checklist-accueil.pdf>



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# VoW TRAINING COURSE

**MODULE 1: Guide to the volunteer's journey**

**1.2 Welcoming New Volunteers**



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## Index

- ❖ The key characteristics of a welcoming organisation
- ❖ The people involved
- ❖ The steps of the welcoming process
- ❖ The tools to welcome volunteers
- ❖ How to conduct a first meeting
- ❖ Conclusion
- ❖ Resources

## The key characteristics of a welcoming organisation

There are 3 key characteristics of a welcoming organisation:

- **PROCESS:** Welcoming is an ongoing process. It goes from **the first meeting to the full engagement** of the new volunteer.
- **COMMUNICATING:** Communication is at the core of the welcoming process. The organisations must be clear with the tasks and expectations towards the volunteers.
- **LISTENING:** Welcoming is also about listening to the volunteers' expectations. As an organisation should take into account the volunteers' **skills, desires, and availability.**

## The key characteristics of a welcoming organisation

The welcoming process starts from the **'first contact'**.

This is important to ensure that volunteers find their place in the organisation and to make them feel that their **contribution is valued and appreciated**. Every organisation working with volunteers has a different procedure. However, the welcoming process should always include **getting to know the candidate** and **getting the candidate to know the mission of the organisation**.



## The key characteristics of a welcoming organisation

Other important elements of a welcoming organisation are:

- **Warm welcoming:** Inviting the new volunteer to be part of the meetings, the WhatsApp groups (if there is one), and other informal gatherings such as birthdays celebrations, etc...
- **Welcome pack:** Offering to the new volunteer the basic information concerning training, logistical support, and the legal conditions for a volunteer activity.
- **Meeting in the middle:** Be able to take the volunteers' motivations and aspirations into account.

## The key characteristics of a welcoming organisation

In order to be open to as many suitable potential volunteers as possible, it is essential for organisations to reflect on their **inclusivity** and **flexibility** towards candidates. Here are some questions to help you think about these elements:

### Inclusivity

- Is your volunteer pool diverse?
- How inclusive are you with people with disabilities, not talking the national language, people from different backgrounds or age, ...?
- What could you do to make your volunteering offer more inclusive to a diversity of people ?

### Flexibility

- How flexible are you with the motivation/competences of the candidates?
- Is the trial period as short as it could be?
- What would you do if someone is not available regularly?
- Which tasks can be managed and conducted flexibly?

## The people involved

There are 2 main kinds of profiles involved in volunteer management and support:

**Employees**  
related to HR  
management/volunteer  
management

**Current volunteers**  
who assist the newly  
arrived person

## The steps of the welcoming process

This is an overview of a welcoming process for a regular volunteering:

### 1. First contact

Calling the candidate to invite him/her to a face-to-face meeting.

### 2. First meeting

Explanation of the organisation's missions and volunteering offers + get to know the new volunteer and his/her expectations. For the organisation, it is either an employee or a volunteer responsible for the welcoming/training of new volunteers that welcome this person. The organisation may give informative documents about its mission and how the volunteering is organised (insurance, reimbursement, etc.) during this first meeting.

3.

4.

5.

6.

## The steps of the welcoming process

1.

2.

### 3. Selection/matching

The organisation decides if they can welcome the new volunteer properly and if not, the organisation redirects the person to another organisation where his/her expectations could be better matched. The candidate also decides if he/she wants to start a trial after the first meeting with the organisation.

### 4. Trial period/training

For several weeks, the new volunteer is trained and accompanied by employees or current volunteers. It is the moment when the new volunteer discovers different tasks and roles.

5.

6.

## The steps of the welcoming process

1.

2.

3.

4.

### 5. Full engagement

After the trial period, the volunteer decides if he/she wants to continue with the organisation. If the volunteer starts his/her engagement, the organisation will give informative documents about the organisation or contract that the volunteer has to sign. Each country has its own legislation about the information to give and the process to follow.

The organisation (employees or current volunteers) may also redirect the person if they consider that the collaboration with this candidate will not work.

### 6. Follow-up

After a few months, the organisation (employee or volunteer) should have a moment of discussion/evaluation with the new volunteer to see if he/she feels at ease in her implication.

## The tools to welcome new volunteers

Listed below are **tools/actions** that organisations can put in place in order to support volunteers:

- **Warm Welcoming:** The first impression is crucial! Make sure to prepare well the first meeting.
- **Tutoring:** A current volunteer could be the 'buddy' of the new volunteer, meaning that the current volunteer would be the contact point if the new volunteer has questions.
- **Training:** On-the-job training to discover the tasks, but also training offered by the umbrella organisation in their office.

## The tools to welcome new volunteers

- **Recognition/valorization:** Even at the beginning, the work of the volunteer should be recognized. More information about recognizing and valorizing volunteers' work is available in the next unit.
- **Feedback:** Giving feedback to new volunteers when they conduct the tasks helps them improve themselves and gain confidence.
- **Dedicated area online:** Some organisations have an online platform where they compile all the necessary documents for the (current and new) volunteers.



## How to conduct a first meeting

The first meeting should not be as formal as a job interview but should rather be a smooth conversation.

### 1- Install a nice atmosphere

If the meeting takes place in the volunteering environment, show the place to the candidate.

# How to conduct a first meeting

## 2- Discussion

*The following information is based on [a document created by Oxfam-Magasins du monde](#).*

- **Ask basic questions about the person:** Name, place of living, occupation,...
- **Identify the knowledge of the person about the organisation:** Do they already know the organisation? Do they know members of the organisation?
- **Present your organisation:** Explain the missions/values, and present the volunteering offers/tasks. → Give space for the questions of the candidate.

## How to conduct a first meeting

### 2- Discussion

- **Identify the motivations of the new volunteers:** Why does the person want to be a volunteer in this organisation? What does he/she like about the organisation? What does he/she want to do with the organisation? What are his/her hobbies?
- **Identify the competencies:** Did the candidate volunteer in other organisations? What did he do there? Does he/she have experience in the different tasks of the volunteering offer?

It is important to be able to listen to the person's wishes and skills.

If the person only wants to manage social networks or sort clothes, you should not put this person in a sales position. You can always talk about the tasks that are most needed, but it is important to **start from the person's desire** to hopefully keep them involved in your organisation.

## How to conduct a first meeting

- **Identify the availabilities:** Days? Evening? Weekdays? Weekends? How regular?

**Be open about the availability of the candidate.** For instance, if the person is only available on one day but the shift is already full, consider how you might rearrange shifts to accommodate the person.

- **3- Close the discussion**
- Ask if the person has questions
- Explain the next steps for his/her engagement
- Allow time for reflection after the meeting
- Thank the person for the time taken and his/her interest in the organisation

## How to conduct a first meeting





### Tips

- Try not to make it a formal interview but more of a **conversation**.
- Be **flexible**: listen to the person's motivations and interests. The person is more likely to stay in the organisation if he/she does tasks that matches with his/her expectations.
- Avoid all discrimination and prejudices.
- If the volunteering offers and the candidate do not match, redirect the person to another organisation or a volunteering platform where the person can find other opportunities.

## Conclusion

- Welcoming is a process based on **communication and listening to people's motivations and needs.**
- **Employees and current volunteers** can be implicated in the welcoming process.
- Welcoming goes **from the first contact to the full engagement** of the new volunteer.
- There are many tools that can help to create a proper welcoming process like tutoring and training.
- The first meeting should be the moment to have a better idea of the person's **knowledge about the organisation, motivations, competences, and availabilities.**

### Resources

-  **FR – Oxfam-Magasins du monde (BE). *Document d'accueil.***  
Online: [https://oxfammagasinsdumonde.be/content/uploads/sites/2/2022/02/Doc-accueil\\_version-brochure-2021.pdf](https://oxfammagasinsdumonde.be/content/uploads/sites/2/2022/02/Doc-accueil_version-brochure-2021.pdf)
-  **FR – Oxfam-Magasins du Monde (BE). *Processus d'accueil***  
Online: <https://oxfammagasinsdumonde.be/content/uploads/sites/2/2021/10/2-Processus-daccueil.pdf>
-  **FR – Oxfam-Magasins du monde (BE). *Projet de document d'aide pour le 1er entretien.***  
Online: <https://oxfammagasinsdumonde.be/content/uploads/sites/2/2021/10/Annexe-Doc-1er-ENTRETIEN.pdf>
-  **FR – Plateforme Francophone pour le volontariat (BE). *Check List de l'accueil et de l'intégration du bénévole.***  
Online: <https://www.oxfammagasinsdumonde.be/content/uploads/sites/2/2023/03/Checklist-accueil.pdf>



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# VoW TRAINING COURSE

MODULE 1: Guide to the volunteer's journey

1.3 Recognition Of Volunteers

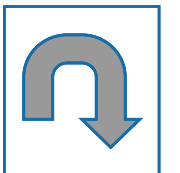


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## Index

- ❖ Basic principles of recognition
- ❖ When to do recognition
- ❖ The advantages of doing recognition
- ❖ Tools/ideas to recognize volunteers
- ❖ Conclusion
- ❖ Resources

*“Volunteers don’t start because they’re expecting a reward but it is important that your organisation or group celebrates and values what the volunteers have done. Acknowledging the contribution made by volunteers shows that your organisation or group appreciates their input and commitment. Doing this can help volunteers feel valued and supported. If volunteers feel appreciated they are more likely to stay with your organisation. It doesn’t have to cost a lot but it needs to be regular, personal and not favour a small number of volunteers.”*



## Basic principles of recognition

*This part is based on [a document created by Oxfam-Magasins du monde](#).*

**Knowing the other person:** It is essential to organise meetings between volunteers, and between volunteers and employees so that people can get to know each other. It can be one-off events like the birthday of a volunteer team, the launch of a new project, etc. One-time events should be complemented by regular contact between the different people engaged in the organisation.

## Basic principles of recognition

**Valuing initiative/instilling confidence:** Being valorized is also receiving recognition for the actions put in place for the benefit of the organisation. This means that the employees and volunteers should trust each other in their actions to help the organisation grow. Taking initiative should also be possible (in a determined framework) and recognized by others. A “thank you for your action” in a meeting is already a good step for recognition.

## Basic principles of recognition

**Communicate in an adapted way:** It is essential to listen to the expectations and requests of volunteers and be sure that they receive an answer. Also, methods of communication are to be chosen wisely. Emails are more informative than ways of starting a conversation.

## Basic principles of recognition

The preferred communication channels should be

- 1) Face-to-face**
- 2) Phone calls**
- 3) Emails**

If the communication is for several volunteers/a volunteer team, a group meeting should be preferred.

## Basic principles of recognition

### Point of attention

People of different ages do not necessarily have the same way of communicating. For instance, Facebook groups are also used to communicate with volunteers in some organisations. However, the young generations tend to be less active on Facebook than the older generations. The **age and capacities** of your volunteers with technology should be taken into account when choosing the channel of communication.



## Basic principles of recognition

### **Communicate outside the organisation**

Volunteers groups and their actions should be recognized and valued by the organisation through external communication (posts on social media, newsletters,...). It shows the organisation's pride to work with volunteers and exposes the different actions conducted by volunteers. The visibility of an organisation in the public space is also a way to strengthen the volunteers' engagement.

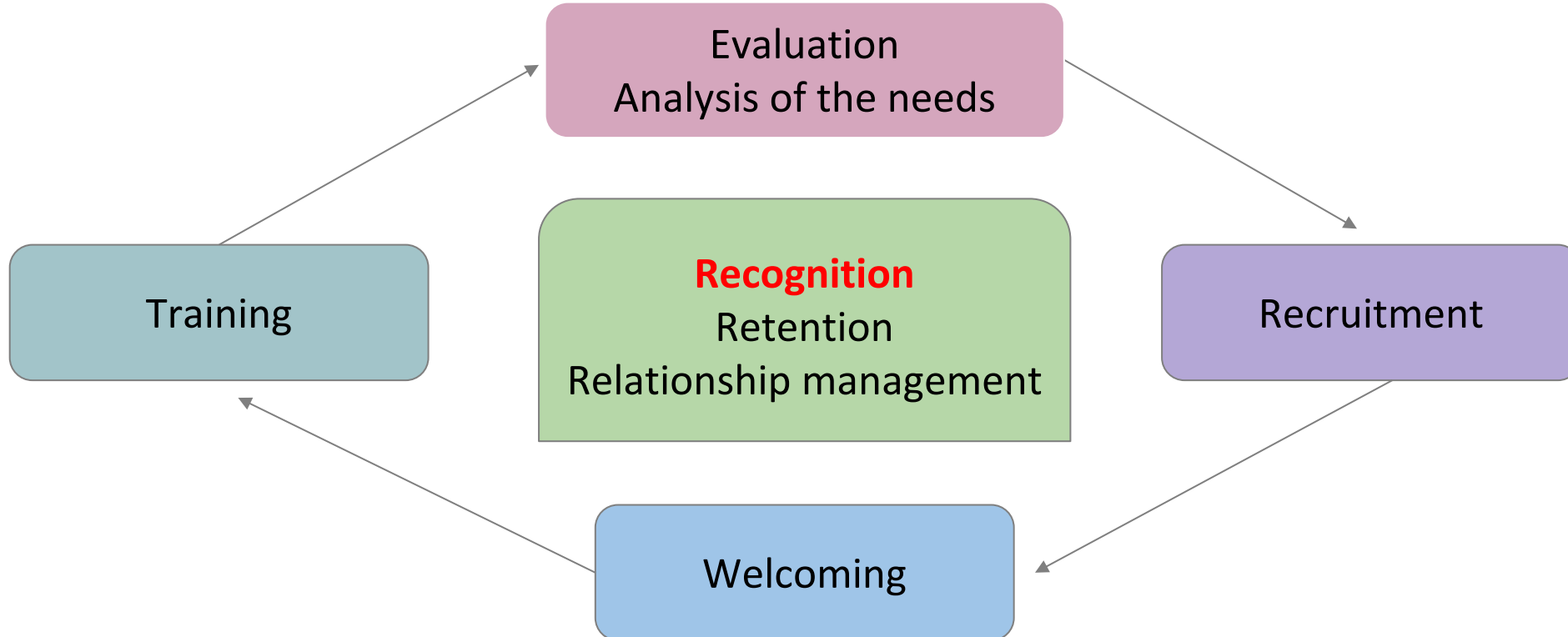
## When to do recognition

*This part is based on [a document created by Oxfam-Magasins du monde](#).*

Recognition/valorization is an **ongoing process** during the whole volunteer journey. It is at the center of the volunteer cycle, as you will see in the next slide.

## When to do recognition

### The volunteer cycle



## When to do recognition

Recognition has then to be executed with **concrete elements at specific times.**

### First contact

As seen in unit 1.2, the welcoming of new volunteers is crucial for the motivation and retention of a new volunteer. The recognition of volunteers in the first contact means appreciating what the volunteers desire to take from their engagement and also being clear on what it means to be a volunteer for this organisation. Practically, it can be a personalized welcoming, training about the organisation, or a welcoming pack for instance.

## When to do recognition

### During the trial period

At the beginning of the engagement, new volunteers should be trained and accompanied to feel at ease with their tasks. They should discover different aspects/tasks of the volunteering offer in order to see which role they would like to do. The new volunteers' expectations should be matched with the needs of the organisation/volunteer team.

## When to do recognition

### **Participate in the life of the volunteer team/organisation**

You can welcome “publicly” the new volunteer during a meeting with other volunteers, and make the person sign the values charter of the organisation/team if there is one. The agenda of the meetings should be diverse reflecting all the activities conducted by the volunteers. It is crucial to allow everyone to talk and express his or her remarks. Meetings are also a place to congratulate oneself and share the good news. All the projects and activities apart from the meetings are also places to recognize the work of volunteers and share nice moments of conviviality.

## When to do recognition

### **Move forward**

A volunteering activity is a place to learn new things and develop skills and competences. It is important to be able to support volunteers in their needs of training.

### **Take responsibilities**

Recognizing volunteers is also about offering the possibility for them to take more responsibilities in their engagement. Encouraging them to evolve in their tasks is a way to help volunteers grow in their implication and show that the organisation valorizes their efforts.

## When to do recognition

### **End of a volunteering engagement**

When a volunteer decides to stop his/her engagement, it is important to organise a meeting with this person to know the reasons for his/her leaving and to thank her for his/her action.



## The advantages of doing recognition

According to la Plateforme Francophone pour le Volontariat (levolontariat.be), the benefits of practicing volunteer recognition are:

- **Retaining volunteers**, making their commitment last.
- **Maintain enthusiasm and motivation.**
- **Strengthen the feeling of belonging** to the organisation.
- **Enabling everyone to flourish** in the projects.



## The advantages of doing recognition

- Creating an annual report about the volunteers.
- Creating certification of the volunteering engagement.
- Celebrating them on the volunteers' international day on the **5th of December**
- Posting on social media (to show volunteers' achievements/events, thank them for their engagement, etc.)
- Including volunteers in all the decision-making process: members of the board, and in general assemblies.

## Tools/ideas to recognize volunteers

- Organizing meetings with employees, CEO, ...
- Organizing meetings with other volunteers.
- Sending letters to thank them.
- Offering gifts.
- Sharing the financial results with the volunteers as a way to value the team's work.

## Conclusion

- Recognition is essential to keep the volunteers **motivated in the long run** and to show them how important they are to the organisation.
- Recognition should be conducted throughout the **whole volunteer journey**, from the first contact to the end of the engagement.
- Several tools/methods can be used to recognize volunteers, but the general idea is to **thank them and show them that the organisation is grateful** for their engagement.

### Resources

👍 **FR** – Oxfam-Magasins du monde (BE). *La reconnaissance des bénévoles – Comment valoriser l'activité bénévole: le cas d'Oxfam-Magasins du monde.*

Online: <https://www.levolontariat.be/sites/default/files/2019-07/2018ReconnaissanceValorisationBenevolesOxfam.pdf>

👍 **FR** – Plateforme Francophone du Volontariat (BE). *La reconnaissance et la valorisation des volontaires, Outil du réseau du volontariat local 2021.*

Online: <https://www.levolontariat.be/sites/default/files/2022-03/2021%20PFV%20Rencontre%20R%C3%A9seau%20Volontariat%20Local%20-%20Reconnaissance%20et%20valorisation%20des%20volontaires.pdf>

👍 **Volunteer Scotland.** *Recognizing and Valuing volunteers.*

Online: <https://volunteeringhub.org.au/wp-content/uploads/2021/02/Recognising%20and%20Valuing%20Volunteers.pdf>



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