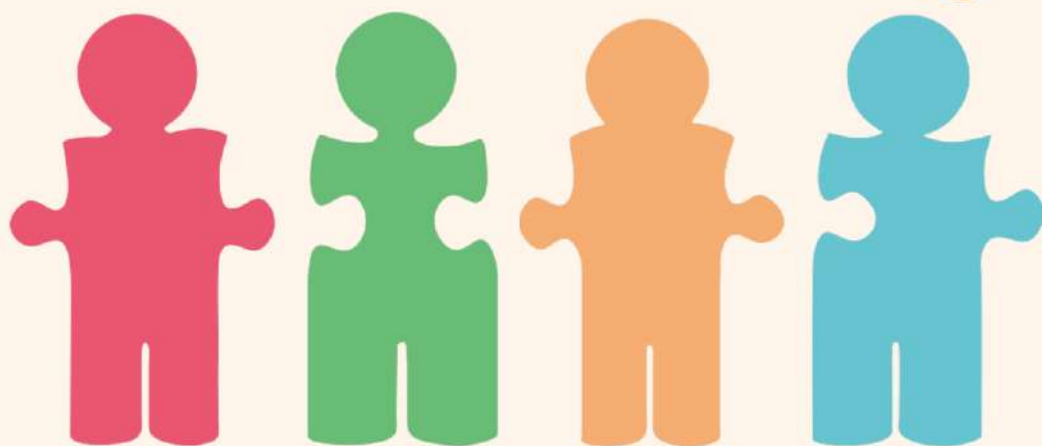


# RECRUITING

A guide for organizations  
working with volunteers

# Volunteering



# Reloaded



Funded by  
the European Union

# VOLUNTEERING RELOADED!

Increasing young people's willingness to volunteer, raising the general social profile of volunteering and promoting volunteering at local/regional level

(Project ID:2021-2-HU01-KA210-YOU-000051350)

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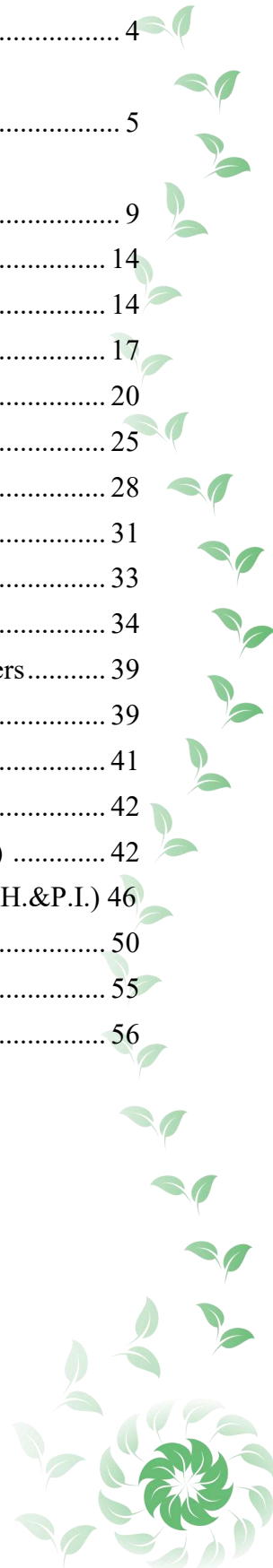
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## 1. Introduction

Dear reader,

In the framework of the project named Volunteering Reloaded (“Önkéntesség Újratöltve!”) - Increasing the willingness of young people to volunteer, raising the general social respect of voluntary activity, and at the same time promoting and popularizing volunteering at the local/regional level, the Catholic Youth Foundation in Hungary, the Integratio Foundation in Romania and the Népkör Hungarian Cultural Center in Serbia set themselves the goal, of organizing a training for their volunteers, and trying out new recruitment techniques. This publication is intended for civil, cultural, youth, church and all organizations, which deal with volunteers. But why was this publication made? It is important for all three organizations, to further train and motivate their volunteers, and to contribute to the realization of social responsibility at the local level. Recruitment and maintaining the motivation of volunteers is decisive in the life of several organizations. In the introductory part, there is the introduction of the organizations participating in the project, and in addition, in the theoretical and practical chapters, we describe the main topics defined by us. In the publication, we can read about the history, development, types, and social function of volunteering, as well as the relationship between volunteering and age. The publication also contains



our relevant practical experiences and insights for the topics of “Why is volunteering important for organizations?” or “How should the organization prepare to receive volunteers?” In a separate chapter, we can read about the forms of addressing young people and volunteers, and, additional relating marketing materials are also available, using the QR code at the end of this publication. We hope, that all readers will find the theoretical or practical parts described in the publication, which they can use in their organizations or work.

### ***a. Who are we? Introduction of the participating organizations?***

#### ***Catholic Youth Foundation (Katolikus Ifjúsági Alapítvány - KIA) - Szeged***

The Catholic Youth Foundation (hereinafter: KIA) has been operating since 1991 in the Southern Great Plain, in the Szeged-Csanád Diocese in Hungary. The foundation has more than three decades of experience in the following areas: education, training, teaching, social and cultural activities. From the beginning, it aimed to support university students living and studying in Szeged, both professionally and spiritually. The primary task of the foundation was to promote and renew the pastoral work with the young people living in the diocese, among which the following programs should be highlighted: Organization of Diocesan Youth Meetings, construction of the Zöldfás Catholic Youth Center, Shake Up Program, Szent Imre Vocational College, the forming of University chaplaincy, etc. Around the turn of the millennium, came the idea and the possibility, that it would be important to bring the Gospel message to as many people as possible in Szeged, the center of the diocese - as a kind of new direction of pre-evangelization. Coffee house “Millenniumi Kávéház” opened its doors in September 2000 in the heart of Szeged. Operating since 2000, “Millenniumi Kávéház” hosts significant cultural and public activities in the city, at local and regional level. The coffee house, in addition to its pre-evangelization role, also functions as a community-creating space. A window to the city, through which another face of the church is revealed: paying attention to communities, young people, culture, conveying right values openly to the world. The foundation also organizes programs for high school youth and families. With its diverse activities, it appeals to almost all age groups. In addition, it should be emphasized, that most of the programs

are organized for the youth. Over the past 23 years, nearly 3.500 events have taken place in the coffee house, attended by approximately 160.000 visitors. The programs included music concerts (jazz, blues, world music, light music), folk music and folk dance programs, social performances, round table discussions, open discussion forums, cultural events (travel reports, university special evenings), literary programs, and exhibitions.

### *Integratio Foundation (Integratio Alapítvány) - Timisoara*

The Integratio Foundation from Timisoara was established in 2000, to carry out scientific, informative, educational, training and further education tasks, related to the European Union and the challenges of integration, mainly for the purpose of integrating the Hungarian minority in the Bansag region. After Romania's accession to the EU, the Foundation reinterpreted its responsibilities, among its main areas of activity, we can mention the development and use of non-formal education methods, social science research and talent management, research on the promotion of



bilingualism and community building. At the same time, we consider it important to implement joint programs in a narrower or wider area/region, to improve and strengthen the quality of life of young people living in the region, especially with

regard to the Timisoara European Capital of Culture project, which will be implemented in 2023.

In relation to the community-building work, it is important to highlight the operation of the [www.temesvaros.ro](http://www.temesvaros.ro) web portal, which primarily provides information and guidance for the local Hungarian community, but also plays a role in building relationships and partnerships, as well as the work done with and for volunteers. Volunteer recruitment, training and employment activities have been regular for more than five years. Every year, the Integratio team participates in several community-building projects, during which young people can try and do their part of work as a volunteer, and have the opportunity to practice skills and to raise awareness.

The main target group of the talent management work are students, aged 14-18, for whom interdisciplinary projects (literature, history, media, fine arts, sociology) have become regular, of which the results also noticeable enrich the community. Their topics are primarily related to the city and the region, and for three years the title of the project has been My Timisoara – Generation Z creative media.

The promotion and popularization of non-formal education is consistent with the other lines of activity, as the foundation supports the creation of toolkits with the involvement of local experts and young people, which can also become tools for community building. The first toolbox was related to the European Union, followed by the Hungarian knowledge game and the city knowledge board game package, related to Timisoara. The library of Hungarian and city knowledge games is constantly being enriched, and can be found at various locations in the Carpathian Basin. The player toolbox contains board games developed or adapted by us, which can be very effective tools for experiential learning. In addition to board games, we also organize regular, mainly cultural programs, which engage a large number of young people, such as Culture Fridays and Family Treasure Hunts, which have been running for nine years. We also completed online versions of some games.

Bilingualism is an inherent part of living in Timisoara, which is why we have a number of programs that promote the preservation of the city's multilingualism and the learning of Hungarian for children born from linguistically mixed marriages (mainly Hungarian-Romanian).



## *Népkör Hungarian Cultural Center (Népkör Magyar Művelődési Központ)*

### *Subotica*

The Népkör Hungarian Cultural Center in Subotica is the oldest continuously operating cultural organization in the Southern Region: it was founded on October 15, 1871 as a liberal reading circle, and was registered by the Minister of the Internal Affairs on January 20, 1872. Népkör currently has around 500 active members in several professional groups: folk art department (folk dance, folk music and folk song department), drawing school, visual arts group, needlework group, conscious life circle, children's drama group, furniture painters, gingerbread makers and candle makers.

In addition to self-active forms, Népkör also organizes numerous festivals, lectures, concerts, literary and social evenings, quizzes, exhibitions, meetings, informative presentations, and other cultural events and educational programs and trainings. Due to its central role in the region, it brings together Hungarian cultural events in and around Subotica, and is also the founder and co-organizer of numerous international and regional festivals, competitions, and application tenders.

Its most popular event is the Interetno festival, which started in 2002. At least 350 dancers and folk musicians from 8 countries take part in it, every year. The most prominent artisans of the region present themselves at the show of old crafts. A series of programs requiring serious coordination and coordinated work, which has grown into an all-arts festival over the course of two decades.



During its 150 years of existence, the Népkör Hungarian Cultural Center has always been considered as the cradle of traditions and arts. Many artists began their careers here, be it theatre, visual arts, dance or applied arts. Our institution has always provided a home and space for the development of all art forms, and has embraced emerging young artists and creators.

## **b. What events did the volunteers support, as part of the project**

### *Interetno festival (Subotica)*

Interetno festival: a festival of the diversity of cultural expressions, the continuous strengthening of intercultural dialogue and cooperation, the further promotion of the mutual respect that develops in this atmosphere, the festival of shared and living traditions. A trip around the world for all ages, through the world of



authentic folk dance and folk music, a folk craft fair, various family-friendly and children's programs, music instrument demonstrations, old crafts, as well as outstanding and talented young, folk and world music ensembles, and ambassadors of the Carpathian Basin.

The Interetno festival, as Vojvodina's only CIOFF-registered event, is under the patronage of UNESCO. Bearing in mind the Convention on the Intangible Cultural Heritage, it is organized following the guidelines of the diversity of cultural expressions. The introduction of ensembles from the surrounding areas, who authentically interpret authentic dance and folk music, and the presentation of living

and/or cherished traditions is realized in such a way, that, in the meantime, it becomes clearly visible and audible, how it can be interpreted again and again, and how it can be written further: in the interpretation of Carpathian basin bands playing world music and folk music arrangements - all of this realized in a unique way, in the historical center of the city of Subotica, changing and redrawing it.

Further cultural value transmission: folk crafts, folk arts, Hungarian goods, presentation of Hungarian elements included in the national list, transfer of knowledge, children's folk dance demonstration stage.

With the festival program, the municipality and the region are trying to:

- shape the local residents sense of identity and to further develop their education level
- develop the community
- develop interregional cultural relations
- strengthen ties to the city
- transform its multicultural society into an intercultural society

Furthermore:

- As the only festival of its kind in the region, delivering values and novelties described above, to all age groups
- embracing new artists
- take a role in culturally based regional development
- Within the framework of the Interetno days, to deliver 1-1 slices of the program to 2-3 other settlements



Volunteering is an essential component of today's societies, with which, we can strengthen and maintain our basic human values. Our goal is to active higher involvement of young people in society. Today, volunteering is still not widespread and widely accepted among young people. Volunteering is an organized voluntary activity for the public good, without financial benefits. During its 21 years of existence, our festival has grown into the largest cultural event in the region. The general objective of the Interetno festival is to promote multi- and inter-culturalism in Subotica, by presenting the cultural heritage of the nationalities present in Vojvodina, and also, traditions of other countries. The main motto of the Interetno festival is, the meeting of different cultures.

The Interetno festival is organized year after year, entirely with the help of volunteers. More than 50 young people participate as volunteers in the festival, from the construction of the Etnopolis, to the organization of the event itself. The programs during the five-day festival are attracting approx. 20.000 viewers/visitors. Volunteers take part in the logically more difficult tasks. The volunteers of the Interetno festival are grouped, according to their activity: young people helping to build the Etnopolis, young people supervising the playhouse, where they deal with children visiting the festival, young people who help everyone at the Info desk, young people who accompany and help the dance groups during the festival, and young people who organize and coordinate the evening concerts and bands/orchestras. Thanks to volunteering, young people gain experience in the field of management, communication and organization, broaden their circle of acquaintances, and often get a sometimes similar paid job later on. Volunteering also means responsibility. They are responsible for the project, in which they are active, as well as for the community they work with during the festival.

Voluntary activity can be an effective tool for creating an active and responsible state, which is a central element of European ideas and values. However, not only the affected community benefits from volunteering, but also the volunteer himself/herself. The volunteer is an integral member of the given community, thereby enriching himself/herself: he/she learns solidarity and tolerance; develop communication skills; gain experience in the cultural, foreign language, organizational and even professional fields; and last but not least, can experience proper teamwork. The organizers of the Intertno festival are grateful to their volunteers, who work at the festival year after

year, helping to make the Interetno festival one of the best international folklore festivals in Serbia and throughout Europe. The year-round work of Népkör MMK is supported by volunteers, the heads of the departments are young volunteers with an entrepreneurial spirit, who hold various sessions for the membership in their spare time.

### *The Timisoara Hungarian Days (A Temesvári Magyar Napok)*

The Timisoara Hungarian Days is a multi-day event, taking place in public spaces, which has been organized since 2016, on the last weekend of September. The event is a joint holiday of the Hungarians living in Timisoara, which is organized by the Castle Bastion Association (Várbástya Egyesület), together with several partner organizations. The Hungarian Days in Timisoara is an event, that appeals to and moves the entire Hungarian community in Timisoara, in the framework of which they aim to provide high-quality programs for all age groups of the community, through cultural, educational, traditional and entertainment events. Hungarian Days in Timisoara is a joint event of Hungarian families, civil organizations, institutions, entrepreneurs and artists, who live there and are descended from there. One of its main goals is, to experience and introduce Hungarian culture and traditions to the majority population, as well as the national minorities living there.

The program usually starts with a gala, which takes place on Thursday evening, in the main hall of the Opera. After the opening speeches, an invited guest performance will be presented, representing a different genre each year. The opening will end with a standing reception.

The following three days, on several locations, they offer varied programs for all ages. Within the framework of the series of events, the organizers await those interested, with a colorful program of light music, rock, operetta, jazz and symphonic concerts, theater performances, traditional presentations, folk music and folk dances, presentations on local values, book presentations, film screenings, literary meetings, or they can choose between children's programs, tastings and sports competitions. The Hungarian gastronomy corner and the craft fair await guests with high quality Hungarian-style products every year.

Locations of the Hungarian Days in Timisoara: The main stage is located on the main square of Timisoara, and the gastro tents can be reached directly from there. The

garden of the Hunyadi Castle hosts the tents, workshops and events of the historical traditional organizations. Prince Jenő square is the location of the craft tents, the Children's Kingdom, civil tents, the health center and the wine court. A smaller stage will also be set up there. The street of young people opens from that square. Among the indoor venues, the Gergely Csíky State Hungarian Theater plays a prominent role, where many programs take place.

Every year, more than half a hundred young volunteers contribute to the success of the event, such as program managers. During the days, the organizing office operates near the square, which also deals with the coordination of volunteers. After applying, volunteers take part in a training, and then become members of one of the volunteer groups, depending on the type of work they have undertaken, and how much time they can devote to this task. In addition to specialized and general tasks, each program has its own pair of volunteers, who also help in solving unexpected situations. At the end of the program, the volunteer team evaluates its own work, and participates in the evaluation of Hungarian Days in Timisoara.



## 2. WHERE DO WE STAND? – THE CURRENT SITUATION

### *a. The history and development of volunteerism*

Relatively few sources are available regarding the historical background of volunteering. It is difficult to determine when the first voluntary activities took place, but according to some sources, hospitals where volunteers helped were already operating in Great Britain in the 12<sup>th</sup> century. In the modern era, volunteering mainly took place in church-maintained institutions. Jumping back in time, the word volunteer was used for the first time in France, in the 17<sup>th</sup> century, for people who volunteered in the army, or in organizations related to the army. Until the 19<sup>th</sup> century, volunteering mainly involved caring for the wounded and the sick (Todd, 2023). As one of the consequences of the process of urbanization, volunteering has received more and more attention in North America, Western and Eastern Europe. General social values, such as solidarity and helping the poor, were included in this old type of volunteering. Hospice movements based on traditional values, or groups of volunteer hospital nurses also appear (Czike & Bartal, Nonprofit organizations and volunteers - new types of organizations and the motivations of volunteers, 2004). The XX century war events intensified this activity, many young men and women assisted in caring for the sick and wounded. At the same time, the operation of the coordinated organizations also started. Here I would like to



mention the Red Cross, the YMCA and the Rotary Club as helping organizations. The center of gravity of volunteering linked to military actions shifted, and turned more and more into community service and civil volunteering (Todd, 2023). The Red Cross has been active in Hungary since 1881. The international organization United Way, which was founded in the United States of America more than a hundred years ago, can also be classified here. The organization has been present in Europe since 1974, which supports children, the elderly, and the disabled with donations (Czike & Bartal, Nonprofit organizations and volunteers - new types of organizations and the motivations of volunteers, 2004).

Currently, volunteering is no longer typically an activity, in which people of higher social status only help the disadvantaged, but anyone can get involved, and this activity can also bring joy to the given person. The definition of volunteering itself, is also influenced by social and cultural factors (Silló, 2016).

In Hungary, the modern voluntary movement started its activities after the regime change. Several civil organizations were founded, in which more and more volunteers were active. After the regime change, the number of volunteers in Hungary increased significantly. Although the communist Saturday and social work programs were implemented in Hungary, during the communist era, they were not joined on a voluntary basis, so they are not classified as real voluntary activities. After the change of regime, associations, clubs, professional circles and foundations were established in Hungary based on data from the KSH. It was typical for the organizations that were established, to operate with a small number of paid employees or without paid employees (Czike & Kuti, Volunteering, charity, social integration, 2006).

In Hungary, the first survey on volunteering was conducted in 1995. Based on those results, 29% of the population (2.263.780 people) were informal volunteers, while 5% of the population (400.207 people) were active as formal volunteers (Czike & Bartal, Nonprofit organizations and volunteers - new types of organizations and the motivations of volunteers, 2004).

In 1995, Hungary and Romania participated in the UN summit on “Social development and other initiatives” in Copenhagen. Participating countries emphasized, that communities and organizations should promote social and economic progress through volunteering. With the participation of Hungary and Romania, the UN General Assembly in 1997 declared 2001 the International Year of Volunteers. Hungary and Romania also participated in the event. The programs implemented during the International Year of



Volunteers served the following four goals:

1. “Increase the social recognition of volunteering;
2. The recognition of voluntary organizations by the government and local authorities should be strengthened;
3. Governments develop the support system for voluntary work
4. Establish an international information network, supported by the media, serving the exchange of experience (Czike & Kuti, 2006, page 30.)”

Working groups were formed, to implement the International Year of Volunteers and many programs were successfully implemented. Civilians and also the government, participated in the initiative, as a result of which it was possible to increase the effectiveness of social cohesion and advertise its importance (Czike & Kuti, 2006).

Based on the successes and results of the 2001 International Year of Volunteers, the European Council declared 2011 the European Year of Volunteering at the suggestion of the European Commission (Fényes & Kiss, 2011). In Hungary, the year 2021 was declared the Hungarian Year of Volunteering (OMÉ 2021) on the initiative of civilians, with the support of the government. The initiative was joined by several foundations, associations, municipalities and economic actors. Work is underway in four working groups, the aim of which is to develop the new national voluntary strategy and the corresponding action plan for the period between 2021-2030, in which, the goals, priorities and development opportunities on the subject are summarized. The aim of the strategy is, to promote the culture of volunteering, to increase the number of volunteers and to deepen the relationship between volunteering and sustainability. (Kardos, 2021).





### *b. The definition of volunteering*

Researchers use many definitions to properly define volunteering, as there is no universally accepted definition. Organizations and researchers use different definitions. The definition of volunteering differs, depending on the characteristics emphasized by the given researcher or researchers (Silló, 2016).

The scope and possibilities of volunteering are diverse. Volunteering is varied, depending on the event or program, in which the volunteer is participating. Volunteering is possible regardless of nationality, race, age, or gender.

Perpék defines volunteering as follows: “Volunteer work is an unpaid voluntary activity, carried out for the benefit of individuals or groups outside the family, thereby contributing to the development of a community.” (Perpék, *Volunteering near and far: domestic and international situation*, 2023).

Three elements can be highlighted from the definition: the given activity must be voluntary, based on free will and not on coercion. The volunteer does not receive compensation for the activity, so he/she does it for free. The third element that Perpék highlights is, that the activity is aimed at helping individuals or groups (outside the family). Despite the fact that the volunteer does not receive compensation, he/she gains experience, gets to know varied processes and expands his/her relationship capital. All these factors contribute to making use of the experiences and insights gained in volunteering in the world of work. In the long term, volunteering promotes more active

social involvement (Perpék, 2011). It is currently a matter of debate, whether volunteering is a job or an activity. By the concept of work, we mean the performance of an activity for which we receive remuneration. However, the work done by volunteers, is useful and contributes to the development of the economy. The issue is pending, as volunteering can also be full-time work, but the person does not receive compensation. The term activity itself reduces the prestige of volunteering, compared to the concept of work (Czike & Kuti, 2006).

Below, we would like to describe the definitions of volunteerism published in the work of Ágota Silló. “In the interpretation of Juknevičius (2003), volunteering is an activity without financial compensation that an individual performs for others or for the environment. The volunteer gives his/her time, physical or intellectual energy or money to others, and in return, receives moral satisfaction and recognition from others (Juknevičius 2003: 127). In the definition of the Voicu author pair, volunteering is an activity by which individuals spend part of their time within a formal framework at a civil organization of their own free will and without financial compensation, in order to work for the community (Voicu and Voicu 2009: 541). In a further interpretation, volunteering does not only mean that an individual gives his/her time and energy for others or for a cause, but is also a cultural and economic phenomenon, which is one of the organizing mechanisms of society, and which has an effect on social responsibility, and shows the level of social commitment and participation expected from citizens (*Anheier and Salamon 2001: 43*).” (Silló, 2016, page 71.)



Volunteering in Hungary was introduced in 2005 by the LXXXVIII Act on voluntary activities in the public interest. In addition, the 1068/2012. (III.20.) A government decision defines the concept of volunteering: “Volunteering is an activity, that a person carries out of his/her free will, based on his/her individual choice and motivation, without the intention of financial gain, for the benefit of another person, persons, or the community.” (Government decision, 2012)

The changes taking place in society, at the same time also change the role and purpose of young people in volunteering. The above mentioned definitions should be interpreted in a broader sense. From the text of the government decision, the criterion “based on the person's free will, individual choice and motivation” and “for the benefit of another person, persons or the community” should be examined from a different perspective, and in a broader sense. In Romania, since 2014, it has been possible for someone to do voluntary work as part of their higher education studies, and as a result, earn credit points, or to have this activity recognized as a professional internship. Professional practice is mandatory in certain courses of higher education, so from the definition, the term free will, must be taken into account in a broader sense. In Romania, following the introduction of this higher education rule, the number of volunteers increased, based on certain data. Furthermore, the inclusion of community service-type subjects in higher education, results in an increase in students' competencies. Compulsory community service is also being introduced in Hungary, which students must complete. Despite the fact that the nature of these activities, services, and subjects is mandatory, the young people get to know about volunteering and gain experience in it, which contributes to the fact that they will later perform other volunteer activities. Another criterion that can be highlighted from the definitions is, that voluntary activity, consists primarily of actions for the benefit of others. Nowadays, in addition to traditional volunteering, new types of voluntary activities are appearing, the focus of which is not only on helping others, but also on having fun and enjoyment. (Fényes, The research results of the last ten years, on the volunteering of higher education students, 2021).

In Serbia, the “Zakon o Volontiranju” (Law on Volunteering) (“Službeni Glasnik RS” - The Official Gazette Nr.36/2010) provides rules for volunteering. Based on the second paragraph of the paragraph two of the law, volunteering is defined as: *“Volontiranje, u smislu ovog zakona, jeste organizovano dobrovoljno pružanje usluge ili obavljanje aktivnosti od opšteg interesa, za opšte dobro ili za dobro drugog lica, bez isplate novčane naknade ili potraživanja druge imovinske koristi, osim ako ovim zakonom*

*nije drukčije određeno.*” (*Zakon o volontiranju, 2010*) (“Volunteering, in the sense of this law, is an organized voluntary provision of a service or performance of activities of general interest, for the general good or for the good of another person, without payment of monetary compensation or claim of other property benefit, unless otherwise stipulated by this law.” (Law on volunteering, 2010)

Romania first adopted the law on volunteering in 2001 (the Year of Volunteering announced by the UN), which was amended in 2006. In the following years, many NGO’s worked to reveal the inconsistencies between the legal provisions related to volunteering, and then they were able to perform more effective work, by becoming an association. Finally, as a result of extensive consultation and numerous public debates, the Volunteering Act, which is still in force, was adopted in the summer of 2014. This law harmonized and supplemented the legal framework, supports the development of mechanisms for managing volunteer demand and supply, and introduced a number of provisions that contributed to improving the quality of work with volunteers. According to the law, volunteering can be recognized as professional experience, and in connection with this, the framework that enables the recognition of skills acquired during volunteering has been described. All of this contributed to the increasing recognition of the value of volunteering.

### *c. Types of volunteering*

Voluntary activity can be very versatile, and its conceptual definition is also diverse. Because of all this, there are also many grouping possibilities for the types of volunteering. We have a wide range of specialized literature on the subject, in which we can read about different types of volunteering.

Within volunteering activities, a distinction can be made between formal and informal volunteering. If we are talking about formal voluntary activity, it always takes place within the framework of an organization. If the voluntary activity is informal, it cannot be linked to an organization. Helping neighbors, cleaning the stairwell, or collecting donations without the involvement of an organization, are classified as informal voluntary activities. The volunteer may perform formal activities at a civil organization, a church institution, a local municipality or a state body. Due to the nature of informal volunteering, it is difficult to be properly outlined and tracked. Based on previous research data, in Hungary, a much larger number of people participate in informal volunteering,

than in formal types of volunteering. This trend is also typical on the international scene. Some research also supports, that informal voluntary activity is present to a greater extent in those countries and regions, where “volunteer culture” and “volunteer knowledge” have a tradition and longer presence. In these cases, citizens volunteer more informally (Gyorgyovich, 2021).



Informal volunteering can be divided into further “subtypes”. The first “subtype” is the emerging, the second is the extended, and a new type is the digital volunteering, which can also be part of the two mentioned types. “Emergent” volunteerism is characterized by the fact, that it responds to unsatisfied needs, which may be related to ad hoc events (disaster situations, war conditions) or of a preventive nature. Emerging volunteerism is characterized by improvisation and rapid innovation as needed. Due to these characteristics, there is a high risk of conflict, between official bodies and spontaneously organized civilians. In all cases, it is not possible for the official bodies, to channel the citizens into the already existing official processes in an appropriate and efficient manner, according to their own rules. This type of organization mostly works for a while, but there have also been examples of this informal emerging voluntary activity becoming organized in the long term (Gyorgyovich, 2021).

The second subtype is the extended volunteering, in which case, the already existing groups carry out volunteering with extended activities different from their usual activities. This is mainly realized, if they respond to an emerging need, taking action, or if they help people and groups who originally do not belong closely to the target groups of

their operation. There is no sharp boundary between extended volunteering and formal volunteering, the two are often blurred, as these persons can also volunteer in formal organizations (Gyorgyovich, 2021).

The newest subtype started gaining more ground in informal volunteering in the early 2000s. Digital, virtual, online or e-volunteering, has become increasingly popular with the development of technology and the everyday use of telecommunication devices. Digital volunteering includes the following activities: distance learning, creating art products, online pastoral care and creating virtual products for organizations. In the case of virtual volunteering, applications that can help the visually impaired or the blind should also be mentioned. There are also examples of unused mobile phones or computer devices being offered to individuals and groups conducting public interest research. We can talk about so-called micro-volunteering, when there are tasks available online, from which the volunteer can choose which activity to perform. These activities can take up to one hour or even two days of activities, and can be done virtually. Digital volunteering also provides an opportunity for those with limited mobility or introvert persons, to actively engage in certain community volunteer activities (Gyorgyovich, 2021).



In general, this can be said about the formal and informal voluntary activities, but it is difficult to draw a sharp line between them. Formal volunteering is more structured, traceable, more controllable and formable. In some cases, informal voluntary activity should be channeled into formal ones (Gyorgyovich, 2021).

According to some views, it is necessary to examine volunteering within the framework of free time. The reason for this is, that the volunteer does voluntary work in his/her free time, so many people categorize volunteering based on this. According to Stebbins, volunteering in this case can be divided into three groups. First of all, he mentions “serious leisure activity, in which the volunteer regularly performs an activity that develops his/her professional skills, acquires knowledge and experience that he/she will be able to apply in the world of work. Secondly, it means casual leisure activities, which are short-term, can be completed immediately, and do not require special skills. Finally, he mentions project-based leisure activity, which is characterized by short-term, occasional, creative leisure activity that is reasonably complicated. Another characteristic of this activity is, that it can be a commitment or a one-time unpleasant obligation (Silló, 2016).



Based on research, the factors that influence volunteering (I would highlight a few), can be the following among university students: higher education of the mother, professional learning of a helper person, more frequent church attendance, membership in a small religious community, direct contact with parents and closer contact with teachers, etc. (Fényes, The research results of the past ten years on the volunteering of higher education students, 2021).

According to Klára Czike, we can talk about traditional and new types of volunteering. In the case of the traditional type of volunteering, mostly fundraising,



donation, and charity activities are carried out. The traditional type of volunteering has become more and more popular in the United States of America, Western and Eastern Europe, in parallel with urbanization. This voluntary form is mainly performed by middle-aged or older women with families (with grown-up children). Among the activities, clothes distribution, lunch distribution and blood donation are the mainly carried out. Traditional type of volunteering is related to traditional social values. Caring for the poor, humanitarian social responsibility and solidarity, appear strongly in these activities. In many cases, the activity is religiously motivated. In addition to the traditional type of volunteering, a new type of volunteering also appeared. In this case, not the traditional social values, but the knowledge-based values characteristic of the information society come to the fore. With this type, the focus is on expertise, gaining practical experience, preserving acquired knowledge and lifelong learning. Nowadays, it is typical that we do not choose a profession for a lifetime, continuous development and learning are important. Given that the acquisition of practice or practical knowledge related to our chosen profession is a longer process, it is often possible to acquire knowledge or relationship capital by doing volunteer activities, which we can then use in the world of work. This is especially true for the younger generations. In the support system of the European Union, it is possible for a student studying abroad, to gain experience before graduating from university. It is important to emphasize, that in this case, volunteering is interest-based, because it serves the purpose of young people acquiring knowledge, carrying out creative,



innovative activities, in order to gain experience, and they are not attracted by traditional social values. The two mentioned types exist side by side, and complement each other. Which type of volunteering to choose, depends on age and life situation of the person (Czike & Kuti, 2006).

#### *d. Relationships between volunteering and age*

While previously we took into account the characteristic types of volunteering corresponding to the ages, now we examine the changes in the characteristics and the role of volunteering at different ages. For this, we used Erik H. Erikson's (1950/2002) psychosocial development theory, in which he describes human development in eight stages, from infancy to adulthood. According to Erikson, each life stage has a specific task, a typical conflict that needs to be resolved, and depending on how successfully this is resolved and what the outcome is, the personality will develop differently.

Volunteering as a conscious human activity, appears sometime during adolescence and on the border of young adulthood, since before that, we cannot talk about responsibly undertaken tasks. According to Erikson's theory, basic trust is formed in the first two years of life, willpower in the next two years, and then in the third stage, intention and self-strength. The next big question for a small child is: “Am I capable of being a valuable member of the world?” and the solutions to the crisis situation of performance inferiority, are the real answers. If you experience the feeling of success in a certain area, competence develops as self-strength, and you will see the subsequent successes and failures differently. This is followed by the stage of identity formation, which is of prime importance in a person's life.

Erikson (2002) considers the fundamental task of adolescence to be the formation of identity. The adolescent either develops a solid personal identity, or faces various psychological problems later in life. The adolescent must reprocess the four previous developmental crises: the foundation of trust, the foundation of autonomy, the need for initiative and the need for performance. In his model of personality development, adolescence is the fifth stage, and the most important and critical of all developmental stages. Then the person's “life task” is not only to cope with the experiences of sexual maturation and the uncertainties of the adult role, but also to take into account what he/she brought with him/her from the previous stages. In this stage, a solid “ME” can be created, with which the individual can finally allow himself/herself, to no longer have to deal with himself/herself with such intensity and awareness, but rather something “beyond identity”

can come in force. Who am I? What can I be? Can I be true to myself? If the adolescent finds his/her identity, he/she will be able to answer these questions. It is important for an adolescent to receive the opportunity, space and encouragement from his/her parents, teachers, and mentors, to try out a wide variety of roles, as this is the proper way he/she can find the one, that is most obvious to him/her in the accepted value system. If finding a way and finding answers is hindered by strict rules, excessive caution or a lack of opportunities, role confusion will be developed instead of proper identity formation, and the adolescent will not have the opportunity to find his/her true self, due to the boundaries drawn around him/her. The result is alienation, confusion, and a lack of long-term goals. In the second half of this life stage, volunteering appears in the pool of possibilities, which (with proper organization) can provide an excellent framework, for trying out different roles, in areas, where the adolescent's sense of competence is strengthened, his/her skills developed, and his/her experiences are enriched. In general, 15 years of age is the minimum age for volunteering, as long as the teenager is a minor, parental permission is also required in the first period. In such cases, the volunteer coordinator has a great role in what influences the adolescent has, how he/she can process the various experiences, and



how he/she will be able to integrate them into his/her later career. In this stage of life, volunteering is a non-formal learning process for the adolescent, it provides life-like experiences, it is suitable for forming new relationships, and at the same time, it has a significant role in social sensitization or the development of environmentally conscious behavior. In Hungary, the 50-hour community service gives high school students the opportunity, to experience the specifics of voluntary work. In Romania and Serbia, the involvement of schools in voluntary activities is optional.

Moving into young adulthood, the sixth stage of Erikson's theory follows, where the crisis situation is defined by intimacy - isolation. During this period, the person

becomes much more open to other people, and establishes new and much more intimate relationships. Rejection of intimacy, fear of commitment and serious relationships results in isolation, loneliness, solitude. In this stage of life, volunteering continues to play a mentionable role in trying out different roles, getting to know new cultures, preparing career decisions or even gaining first professional experience. University years have a special role in voluntary work, when volunteering can be the main source of experience. In this stage of life, volunteering still plays a major role in the development of social skills (soft skills), the value of which is increasingly important in the world of work.

When young people start to work and start a family, the time allocated to volunteering significantly decreases, and they take on more specific types of voluntary tasks that are in line with their established values, profession, hobbies, etc. In addition to voluntary activities, voluntary service activities may also appear.

The seventh stage includes the people of age from 40 to 60. According to Erikson, the successful completion of this stage develops creativity and care in the mature adult. This period is about care, how a person can pass on his own experiences and knowledge to the next generation, protect his family and prioritize the people he loves over himself. The basic question is “Can I be a valuable member of society?” to question (notes). Adults who undertake voluntary work at this age, are often leaders, organizers, program managers, and coordinators of young volunteers of civil organizations. The activities they perform are specific, and based on previous extensive professional experience.

According to Erikson's (2002) theory, the eighth stage is based on the self-integrity – despair crisis. If a person is able to accept the fact, that life is unrepeatable, and that according to his/her vision, his/her life had a purpose, if he/she accepts that this process will soon come to an end, then he/she can pass on his/her experience, the power of wisdom will be formed. If the elderly person constantly dwells on the past and wants to change it anyway, and does not want to accept the finality of life, this leads to despair, which can lead to fear of death, anxiety, and depression. (Erikson, 2002). So, at this stage of life, volunteering can even be a way of passing on experience. At the same time, it is important to emphasize the role of volunteering in promoting activity in the elderly, the health-promoting effect of which has been proven (Tigyi, 2015).

Given the specificity of our project, our publication deals with issues affecting young volunteers, and does not cover middle-aged and elderly adult volunteers.

### *e. The motivation of volunteering*

Another aspect of volunteering is the volunteer's motivation. If we want to group volunteerism based on the motivation of the participants, we can mention three hypothetical groups, these are the following: old, new or modern and mixed type of volunteering. In the previous section, we read that old-style volunteering mainly involves fundraising, food distribution, and helping the needy along traditional values. The modern type focuses on the values of expertise, practical experience and lifelong learning. Also, in the case of the mixed type, the previous two types are blended together. It is important to point out that with regard to the interest-based motivation of the modern type, since the participating volunteers are motivated by the desire for knowledge, and the possibility of doing creative, innovative work, and not by charity or traditional social values (Czike & Bartal, Nonprofit organizations and volunteers - new types of organizations and the motivations of volunteers, 2004).

In Hungary, the National Volunteer Strategy (2012-2020) does not consider the acquisition of professional experience to be part of the traditional volunteering. Nevertheless, as a result of the research, in addition to newer motivations, helping others also appears, so the motivation for volunteering is mixed. The altruistic nature of volunteering is more and more decreasing, so a much wider range of motivational factors appears lately among young people.

We can distinguish other forms and motivations of the new type of volunteering among young people. These main forms can be mixed with each other in some cases. We can distinguish the following six types: 1. career-building volunteering, 2. relationship-building volunteering, 3. postmodern volunteering, 4. leisure (free time) volunteering, 5. volunteering related to the nature of studies, and 6. revolving door type volunteering.

By career-building volunteering, we mean volunteering that aims to build cultural capital, build relationships, and gain work experience, all of which can be included in the persons resume. This type of activity can be a signal to the employer, that the young person is career-conscious and that he has experience through volunteering, thus he may be more suitable to perform the tasks. In some states, mainly in the United States and Canada, career-building volunteering has been present for several decades. In these countries, the competence-enhancing effect of volunteering is known, which is also why volunteers enter the world of work with an advantage, even if they did not engage in voluntary activities related to their studies. Career-building volunteering is becoming more

and more popular in Hungary these days. Although there is no compensation for volunteering, the volunteers nevertheless gain useful contacts and knowledge, which they can later turn into economic benefits (Fényes, Research results of the last ten years on the volunteering of higher education students, 2021). Relationship-building volunteering provides an excellent opportunity/ possibility, to establish beneficial relationships and other acquaintances from the point of view of career building. In the case of postmodern volunteerism, the participation is of importance, as it is the experience of community existence, which strengthens group consciousness. Voluntary activities are mainly carried out by volunteers in cultural and sports organizations. In this case, it is important to emphasize, that we can only talk about volunteering in leisure time, if volunteering is done for the benefit of others. In the case of volunteering related to the nature of studies, volunteering can complement university education and provide pragmatic knowledge. In some cases, the purpose of volunteering in this direction is to correct a wrong career choice and to engage in volunteer activities that are different from your studies. In this case, you will carry out voluntary activities different from your studies, but you will be able to make use of the acquired competence and experience during career building. Lastly, I would like to mention the revolving door volunteering type. The background of



revolving door volunteering is the experimental socialization of young people, which manifests itself in the fact, that they gain volunteer experience at several different employers, which promotes career planning and can correct career choices. Among young people, we can distinguish two types of motivation for volunteering: altruistic motivation and self-interested and professional experience-gaining motivation. “Altruistic motivations: voluntary activity should be useful for society; wanting to do things for others; protection of one's own and others rights and interests. Self-interested and professional experience-gaining motivations: building relationships, meeting people with similar interests; spending free time usefully, learning and doing sports and cultural activities; information acquisition, skill development, easier access to work.” (Fényes, The research results of the past ten years on the volunteering of higher education students, 2021, page 60.) Since 2010, the CHERD Hungary Research Center has been following the volunteering of students studying in higher education in Eastern Hungary, the Partium part of Transylvania, and Transcarpathia. Vojvodina and Upland institutions were involved in 2019. Due to the small number of elements, the cited research does not present the Vojvodina data, only the results from Ukraine, Romania and Hungary. Regarding the research on the motivation of volunteering, in 2012, the motivation of volunteers in Romania is mixed, while in Hungary, the motivation of volunteering for the purpose of helping appears in addition to the mixed type. Based on the 2014 survey, mixed types of motivation prevail in both countries, with the caveat, that both career-building and postmodern motivations are strongly present in Romania (Fényes, Research results of the past ten years on the volunteering of higher education students, 2021).

In the research of current volunteering, the examination of the expectations and motivation of the volunteers plays an increasingly important role. Volunteering is becoming more heterogeneous with the rise of individualization, the provision of individual free time, and the popularization of new forms of work. In addition to regular volunteering, so-called episodic volunteering is becoming more and more common, which can mean a one-time activity, or one occasion per month, lasting less than a year. In order for episodic volunteering to turn into regular volunteering, greater organizational flexibility is necessary. Taking all of this into account, organizations must become more flexible and take the volunteers motivations into account much more seriously (Bartal, 2019). More tips and good practices about maintaining the volunteers motivations can be found in the chapter “How should the organization prepare to receive and employ volunteers?”.

### *f. The social functions of volunteerism*

In general, in the image paired with volunteering, we visualize the activities of middle-aged, bored middle-class housewives. This is not typical for volunteering these days. Based on research, voluntary activities move much wider social strata and age groups. Volunteering indirectly contributes to the socialization, education and upbringing of young people. Furthermore, in the case of young career starters, the experience gained in a supportive environment during a voluntary activity, can be used very well later. Volunteering can also help women to return and enter the labor market, and reduce the loneliness of the elderly. Based on the latest trends, market organizations have noticed, that motivating professionals to volunteer, promotes the creativity of employees, increases work morale within the company and can also improve the company's esteem within the community (Czike & Bartal, Nonprofit organizations and volunteers - new types of organizations and the motivations of volunteers, 2004).





If we examine the function of volunteering, we can mention it with its functions in the following areas:

1. In terms of economic functions, the quick, effective, targeted use and activation of the community resource becomes possible. In addition, the formal and informal education, training, development and gaining of experience of the workforce is realized indirectly. To some extent, it weakens the harmful effects of unemployment.
2. With regard to political functions, social publicity and the exercise of democracy can be created through volunteering. In addition, it contributes to the promotion of active citizenship and the acquisition of democratic values and skills.
3. In its social and community functions, volunteering contributes to social inclusion, the formation of social capital, the informal learning of conflict management, deepens social sensitivity, increases social responsibility and promotes greater realization of equal opportunities. In addition, volunteering also fulfills the function of group and community formation, as well as group and community strengthening.
4. Regarding its social psychological function, we can mention its socializational and mental hygiene functions. New socialization arenas appear for the volunteers, which can also have personality development, professional and political socialization functions. In the case of young people, the social function of the branching is outstanding. In terms of its mental hygiene function, volunteering can have the following role: improving the intellectual and health condition of society, reducing the social presence of anomie, increasing social satisfaction, reducing mental problems, deviation from social norms, unemployment, harm from being alone, meaningful and carrying out a valued activity.
5. In addition to the three functions mentioned, the individual and social functions should also be briefly explained.

The individual functions of volunteering are: indirect financial gain/return, ensuring mental balance, fulfillment, deeper self-awareness, personality development, entertainment, non-formal and formal knowledge acquisition. In addition to the individual benefit, I would highlight a few of the multifaceted socio-community benefits of volunteering: economic, political, socialization, and mental health benefits. Furthermore, it contributes to the formation of social capital, increasing equal opportunities, strengthening of institutional and organizational commitment, and making community foundations more stable (Fényes & Kiss, 2011).

### *g. The role of civil organizations (NGO`s) in society*

Nowadays, it is typical for volunteers to cooperate with civil organizations (NGO`s), as a result of which, a new type of volunteer organizations has emerged. The developments and trends following the system change were already mentioned in the historical section presenting volunteering, but in this chapter I would like to describe the role, relationship and role of volunteering and civil organizations. In modern society, voluntary civil organizations play a kind of bridge or connecting role, between the state and citizens. The role of civil society and the number of civil organizations increased as a consequence of the development of democracy. Citizens acquire the following competences and knowledge through their volunteer activities: cooperation, sense of responsibility, solidarity, moderation and willingness to compromise. The acquisition of these civic and social knowledge and traditions, contributes to more active social responsibility. (Silló, 2016).



### 3. WHY IS VOLUNTEERING IMPORTANT FOR ORGANIZATIONS?

*“Tell me and I'll forget...show me and I'll remember...let me do it and I'll know...” (Confucius)*

Thanks to the development of the non-profit sector, volunteering has become an essential part of today's modern society, which has grown into a social, cultural and economic factor in the last few decades. A volunteer is not just a benefactor who performs certain tasks without compensation. From an organizational point of view, we must examine what motivates individuals to contribute to the well-being of society as a whole, with their work without personal gain, as well as what means we can use as organizers to encourage our volunteers.

In this chapter, we will try to explore ways to facilitate recruitment and work with volunteers. As an organizer, we pay special attention, to how we deal with the volunteers. The analysis points out, how we can improve the method of volunteer recruitment, and how can we achieve greater efficiency and effectiveness.

The role of volunteers in the implementation of the program is diverse. It raises new questions that the methods that proved to be suitable in the past, nowadays run into closed



doors for young people. First of all, we must state, that there is no pre-envelope method that can be used for every type of volunteer. Every event is different, and every young volunteer who applies, also requires different attention. From an organizational point of view, it is important to be flexible and to reflect the activities of our volunteers in every situation. It is important, to first of all, clarify what is up to us, as organizers, and what is happening independently of us.

As organizers, our primary task is communication with volunteers. Effective communication is the key, to completing the volunteer task. As organizers, we must spend time and energy, to properly determine what we expect from our volunteers, what skills they have, and to prepare them, to be able to make responsible decisions in each case for the success of the event. Our volunteer team is mostly composed randomly, but it is up to us, the organizers, how we forge them together, and how we distribute the tasks within the group. That is why it is important, not to meet our volunteers for the first time a few days before the event, but to get to know them through several live situation sessions,

In addition, there are situations that change from event to event, volunteer to volunteer, independently of us. It is important to listen to the opinions of our volunteers, because new perspectives can also significantly strengthen and develop our work. We must be open to the questions of our volunteers, and while we try to keep them on a certain path, we should also allow them detours and not insist on the specific way of doing the task, but rather on the end result. Let's trust that our volunteers make responsible decisions, even when we organizers are not by their side, and that we have prepared them for all possible questions and answers.

A good organizer can also be a role model in the eyes of his/her volunteers. A good leader is authentic, tolerant and empathetic towards his/her volunteers, understanding and accepting, also has a high degree of commitment and responsibility in matters affecting his/her volunteers, humorous, creative, resourceful, motivates volunteers and takes them seriously. With this definition, we also defined what a good volunteer is like. Indeed, we organizers hold a mirror up to our volunteers, and our mission is to show by our own example, what we expect from them. Volunteers show positive development, if they receive continuous feedback after successfully completing their tasks.

As organizers, we must determine how we will manage our volunteers. The best way to do this, is to define the rules and responsibilities together, as well as evaluate them together during the completion of the task. If we only instruct our volunteers, there is a



risk that their performance will decline, as soon as they are left on their own. But we can't be overly lenient either, because if we don't set rules, the team will fall apart, and one volunteer can even take over our role, and this will lead to disorganization. The examples mentioned above, clearly show, how important it is that we, the organizers, know what we expect from our volunteers, because without them, our volunteers are just decorative elements on our event. Of course, we must be aware, that democratic management is not always possible, and there are organizational real life situations, when we have to distribute tasks among volunteers in an autocratic manner.

At the Interetno festival, we use the hierarchical volunteer model: volunteers, volunteer leaders, organizers. The organizers are employees of the Népkör Hungarian Community Center, who communicate with the management level throughout the year. With the participation of a large number of volunteers, it is essential to introduce the middle level, because otherwise, the information would be lost, among the many volunteers. The leaders are already involved in the preliminary organizational activities. Each leader manages the tasks of 10-15 volunteers. Managers can thus, gain more work experience, which can also have a positive effect on their career development. We group our volunteers in different tasks: Ethnopolis builders, bands and performers, hosts of dance groups (with the addition of interpreters), information desk volunteers, operators of social media interfaces, photographers, playhouse animators, stage masters, entrance and exit supervisors, festival club managers, and other background work. The leaders coordinate the volunteers performing the above-mentioned tasks. During the festival, the leaders participate in a daily briefing with the main organizers, where both parties can



share their experiences regarding the previous day, and the organizers once again explain the day's program or minor changes. There must be a certain hierarchical relationship between the three groups (volunteer, volunteer leader, main organizer), and in addition, the relationship between leaders and volunteers must be more direct and easier. Otherwise, the volunteer may feel that the manager does not participate in the completion of the tasks, only delegates them. It is important that the relationship between the organizers and the managers is a partnership. After all, the leader must also feel, that the festival is his/her own, and that he/she also contributes greatly to its success.

Let's work as a team with our volunteers, so we can be the most efficient and make our event or project a real success. The following factors are affecting our group:

- ◆ We define the common goal for each project and task, because if we all move in the same direction, we can reach the goal.
- ◆ It is important to develop a relationship of trust between team members. There should be mutual respect, between the organizer and the volunteer.
- ◆ We must define the roles exactly, what we expect from whom, and who can facilitate the completion of the task, in order to achieve the goal.
- ◆ Two-way and effective communication on the part of both organizers and volunteers.
- ◆ Creative problem solving and respect for differences.

During the year, we organize several meetings for our volunteers and volunteer leaders, where we prepare them for the festival, as well as have a meeting with the team after the event. It is important to analyze the festival together with the team, in the few weeks following the festival, because we can learn a lot from them, which can also help in our future organization. In addition, during the year and during the festival, we communicate with the volunteers via social media (Facebook group, messenger). Continuous contact is essential, because we the organizers are used to the fact, that at a festival, we have to adapt quickly to any new situation that arises. While we expect the same flexibility and problem-solving ability from our volunteers, which, let's face it, is a bit unrealistic. As organizers, it is therefore our task, to communicate with our team throughout the year. As organizers, we should try to answer all questions calmly to our volunteers, because what is clear to us, may seem like something new to them, and we admit that without them, our work would be much more difficult.

As organizers, we often wonder why it is good that we have volunteers, and how they can be of use to us. It is important, not to use them as just a phrase, so that we can say in the media that many volunteers participated in our project. In order to encourage young people to take social responsibility, we, the NGO`s play a very important role. During the 21 years of festival organization, we managed to achieve, that volunteering at the Interetno festival is considered a concept in Vojvodina, and many young people, if they want to prove their competences, use the example: “I volunteered at the Interetno festival”. The feeling of belonging to a particular community, often rests on our shoulders, and it depends on us, how the young adults will continue the journey and the visions we have started, or to take a completely different direction. The most interesting question of our many years of organizational experience is, what motivates our volunteers? The community? Social responsibility? The festival? Practice shows, that motivation varies from person to person. When recruiting, it is important to highlight the benefits of volunteering. The more arguments we can list in favor of volunteering, the greater our chance of reaching the potential community.

We can state, that young people are generally looking for themselves. Any form of volunteering can be an important stage in this search for self-knowledge and/or self-recognition, because challenges shape our personality in the long term. As a civil organization, our task is to give today's young people every opportunity for self-development. The best way to recruit is, if we manage to get our volunteers to recognize the common value in their work, and that the success of the festival is in both of our interests and merits. During the festival, the volunteers are the face of the festival, so it is

important that both parties recognize this. In addition, volunteering is a value that both the organizer and the volunteer, must voice on all channels (media, social media, etc.).



## 4. HOW SHOULD THE ORGANIZATION PREPARE TO RECEIVE AND EMPLOY VOLUNTEERS?

### *a. The basics of volunteer management*

It is a big challenge for an organization working with volunteers, how does the organization receive, organize, i.e. how does it manage the volunteers? Are you able to manage the voluntary work in such a way, that it is organized, but does not become bureaucratic or too official, that the rule-following behavior is sufficiently balanced with the behavior, which pays attention to their relationship.

It depends on the organization, that the volunteer program has a pleasant atmosphere and is effective at the same time. Although there is no general recipe for this, the success of the volunteer program is also determined by well-known steps from project management. Anna Varga (2005), the training coordinator of the Volunteer Center Foundation, described the success of the volunteer program in 12 steps.

**1. Planning, assessment of needs** – What do we want? Why do we want it? Is the program really necessary? Based on the needs analysis, the description of the program and the corresponding schedule can be prepared.

**2. Definition and description of voluntary activity** – Once you have the description of the program, you can decide whether volunteers are needed and, if so, whether we have enough teams or need to involve new volunteers. Whether the planned volunteer program is short-term or longer-term, it is important that the organization formulates guidelines for volunteer work. This forms the basis for proper cooperation with volunteers.

**3. Recruiting volunteers / PR** – the method of recruitment depends on the target group of the volunteer program and the characteristics of the program.

**4. Selection / Informative interview with the volunteers** – is it important to know who to look for? For what activity? For how long? What knowledge and skills does voluntary work require on the part of the volunteer? Mapping all of these, is also important in terms of maintaining motivation.

**5. Introduction of volunteers into the organization / agreement, contract with the volunteer** – a basic task that helps to create a sense of security for the volunteer. The volunteer gets to know the employees of the organization, the other volunteers, gains insight into the tasks of the others, knows who to contact and what to do, gets to know the location of the activity, etc. The voluntary contract and agreement are an important



framework, for both the volunteer and the coordinator.

**6. Training, joint planning** – like any other step, it depends on the organization and activity. The more specific a task is, the more it requires special training. This can be a preliminary program point or it can be implemented before the specific activity in the form of a preparatory briefing. It is worth spending time on joint planning, especially if the program requires longer cooperation, as it provides an opportunity to get to know each other and involve the volunteer.

**7. Relationship between volunteers and employees** – clarifying the roles and following them in the future can prevent many possible misunderstandings. It is important to provide an appropriate framework for clarifying questions and discussing situations.

**8. Coordination** – The volunteer coordinator is a key player in the volunteer management. Its task is multifaceted, because not only plans, coordinates, monitors, motivates and evaluates, but also has a connecting role between the organization and the volunteers. It depends on the characteristics of the event/activity, whether you perform this task full-time.

Competencies that support effective work:

- Knowledge of people, selection skills (selecting the right people, assigning the right tasks)
- Assessment skills (correctly assess the skills and competencies of prospective volunteers)
- Training competence
- Team building competence (creating a good atmosphere, clarifying roles, openly discussing conflicts)
- Consultant competences (understanding, active listening)

**9. Motivation, monitoring** – retaining and motivating volunteers is one of the biggest challenges. Since the motivation of volunteers is also very diverse, it is not an easy task, to ensure that each volunteer receives what he or she expects during, after or in addition to the activity.

**10. Evaluation** – it has many forms: continuous or periodic, written or oral, group or personal, etc. He/She evaluates not only his/her own work, but also the success of the program and the work of the volunteer coordinator. It gives you the opportunity to develop.

**11. Acknowledgment, gratitude** – it is an important tool for maintaining motivation, but it should not be considered as an independent task. It has many forms: group or individual, public or face-to-face.

**12. Preparation of documentation** – it records and contains the lessons learned from the program for the organization, and helps to develop good practices. It is also important from the volunteer's point of view, as it can be the basis for a good letter of recommendation.



## ***b. Myths about volunteerism***

There are many misconceptions about volunteering.

- *Only young people do volunteer work.* - Although the majority of volunteers are young, when volunteering, it is not age that matters, but the desire to get involved and the passion and commitment to the cause.
- *The volunteer does not have sufficient skills, abilities or competencies, to perform any type of volunteer work.* – This is exactly the beauty of volunteering: the volunteer does not have to have all the skills, but the desire and internal motivation is important, to get involved and to contribute to the work of the organization. The role of the volunteer coordinator is to guide, support and provide them with tasks that are appropriate for them and for the organization. Volunteering is a very effective way to develop a range of competencies (e.g. public speaking, event

planning skills), but attitudes can also develop (e.g. proactivity, tolerance, cultural openness, environmental awareness) through participation in various activities.

- *The volunteer can connect to a single organization* - If the volunteer is interested in several areas, he/she can choose several organizations that work in his/her area of interest. It is important, that you carry out the tasks you undertake and feel good about what you are.
- *Volunteering is not profitable* - Indeed, the volunteer does not gain financially, but he/she can gain many benefits in terms of personal and professional development.

### ***c. Code of ethics for voluntary programs***

The Code of Ethics includes the rules of professional behavior. The principles set in it and the rules derived from them, apply to both the host organization and the volunteers.

It is effective, if:

- Provides information about what the volunteer can expect;
- Describes the framework of acceptable behavior in the organization and during activities performed on behalf of the organization;
- Formulates acceptable standards of behavior regarding the volunteer's role and responsibilities and cooperation;
- Clarifies the method of problem solving and resolving conflicts;
- Shows direction for solving ethical dilemmas.

Organizations formulate their own code of ethics, which, while respecting the limits of legality, also expresses their own organizational culture.

### ***d. Keeping volunteers motivated - Tips and good practices***

Internal motivation is inherent in voluntary activity. But what is motivation and what is intrinsic/internal motivation? Motivation (originating from the Latin *movere*, meaning to move) is the driving force that prompts and encourages action. The external form of this is, when we do something for a reward or to avoid punishment, so it is based on a sending factor, and it is instrumental in nature. Internal motivation, which can also be considered as self-reward, is the form when we find joy and encouragement in the performance of the action itself, self-development drives us and the search for and experience of new experiences becomes enjoyable. The two forms are in a dynamic



relationship, they affect each other: they can develop or degrade each other. Internal motivation is superior and more durable.

Voluntary work can only be built on internal motivation. So, by strengthening this, people can be involved and kept in the activities. What are these techniques that activate internal motivation?

The cornerstones of motivation are: autonomy, competence, connection and relevance (Ferlazzo, 2015), and practical strategies that build internal motivation can also be based on these:

### *Autonomy*

Autonomy, i.e. the freedom of choice and decision, can be manifested in the fact that, wherever possible, we allow them to make decisions (too). This may generally refer to the way it is organized or the method of implementation. Here are some examples to illustrate this:

- write down what activities are planned, and let everyone choose which one they will be involved in;
- if there is a task that they are reluctant to choose, let's look for a compromise solution to assign it;
- in their own, -already chosen- allocated activity area, give the volunteers personal freedom in the implementation (how do I solve the task);
- if there is a problem, discuss the situation together, involve the team, for finding the best solution.

So, ask for their opinion before the event or program, let's brainstorm together with them, and let them solve minor problems on their own. If things happen as they imagined, they join in more willingly and thus, feel that the event is also theirs. As a result, they no longer only work for the program, the organization, the cause, but also to achieve their own goals.

## Competencies

I feel competent, able to accomplish things. One important element of this is, to emphasize the importance of the volunteer's work:

- present the entire activity to the volunteers, so that they can see and make them aware of how their work helps to run the entire event – why is, what they do, and how they do it, so important;
- present the achieved results after the event;
- thank them for their work.

If they know why they are doing what they are doing, if they feel that what they are doing is important, then they do their work with more dedication and seriousness.

It also promotes a sense of competence if the effort invested in the work is highlighted. This is related to the issue of feedback, which must be constructive. Some of the characteristics of correct feedback:



- hold a joint discussion about the results after each activity;
- we ask the volunteers to tell us how they felt, what they enjoyed, what they didn't, what they saw as a problem, what they thought went well;
- strive to give each volunteer specific feedback: what he/she did well and what he should pay more attention to next time;
- do not criticize them and especially not in front of others;
- don't compare them (if someone else knew, why didn't you?).

Voluntary work should increase the self-confidence and sense of competence of self-doubters, and should help them form a real picture of themselves, and it may even have the goal of self-knowledge. Therefore, it is important that they know exactly which activities they are suitable for and which ones they are not, they should feel that their work is recognized, so they will be more willing to join next time.

### *Connection*

The key element in developing internal motivation is a good relationship with the coordinator and the team leader. How can we strengthen these bonds?

- Let's spend time with them;
- let's celebrate the success of the programs together;
- show interest towards their goals, interests, etc.;
- help them, give advice if they ask;
- tell them about our own experiences sometimes;
- be kind, empathetic and understanding with them.

It is important that they feel that, they are (also) important to us, and not just their work.

The connection is not only important with the coordinator, but also with the other members of the volunteer team, so it is important to pay attention to this as well: if the team is new, you must give the opportunity to get to know each other and form a group. It helps if we lay down the rules from the beginning that will help to create and maintain a good atmosphere within the group: how we communicate, how we handle problems. Effective communication and mutual attention are prerequisites for cooperation.

## *Relevance*

If something is relevant, useful and connected to an area of their life, it motivates them. The central element of volunteering is that, it provides life-like experience and gives you the opportunity to try things out, so these factors are given. However, it can be important to make them more aware: let's give them the opportunity to talk about the experience, to look for connections with other areas of their lives. It is important to provide a framework for this, even by organizing trainings and workshops, where the volunteers can learn something about themselves, can incorporate life-like, new experiences (not learned at school) into their self-image and become aware of what skills they have developed so far or want to develop in the future.

If they feel that they will also gain something by helping us, then there is a greater chance that they will stay in the team and come back another time.

The list of tips and good practices does not end here, as in addition to the highlighted four cornerstones, we can also identify other techniques, to further strengthen the motivation of volunteers. How do you support the development of internal motivation in your volunteers?

## *e. Community building - education of replacement personnel*

From the point of view of the topic, concepts related to community building, volunteering and their supply, must be interpreted. Community development is much more complex than volunteering.

However, it is almost impossible to talk about community development without volunteering. In parallel with this, it deserves special attention when explaining the two concepts, that volunteers develop many community development skills during their volunteer activities.

Studying the concepts, the following question may arise: What came first, the chicken or the egg? The community was formed first by a couple of determined volunteers, or the existing community trained the future volunteer?

We must realize that we are responsible for the education of young people outside of school, and find volunteer group leaders, who motivate young people with sufficient determination and expertise. We need to provide group leadership training that is relevant, age-appropriate and informed by a current and modern understanding of children's

learning and teaching. The head of the institution must find the motivational voice, so that our volunteer group leaders look for opportunities for development, and become the best version of themselves for the children. Because, they will become the volunteer group leaders of the future. Thus, ensuring circulation and supply is not such a big deal.

The supply is made up of volunteers, those on whom the quality of the event depends. In many cases, we hear from event/festival organizers that they are simply happy to find anyone to perform voluntary tasks, and thus cannot ask them for any high quality work or to hold them responsible for a task that they have undertaken and then maybe not completed. Well, using a metaphor, they claim that their house is on fire, but those who are best able to put out the fire - the community leaders dealing with supplies - were not given the necessary tools, they were not taught how to find a common voice with the young people, they were not able to set a good example, to arouse the interest of young people.

Ensuring the continuous training of community volunteers is of essential importance, in today's rapidly changing world, and there can be no more important task for a volunteer, than working with children and young people in an environment, with such a high impact as culture.





In our case, the Interetno festival - from an organizational point of view, it was the community's demand first. The desire of a sufficiently determined team to have their own event, which they could feel as their own. Year after year, infecting the younger generations with the responsibility of implementing the event and the festival. For more than 20 years, the festival has been realized with the help of the dedication and dedicated work of volunteers. Of course, behind the volunteers is a determined team of institutional leaders, who deal with young people all year round, and, in an institutionalized form, pass on the best of their knowledge from generation to generation, and perhaps most importantly, follow and respect traditional values. Here I think it is important to note, that in Serbia, the "practical art education" of young people (folk dance, folk music, drama circle, etc.) takes place in education outside of school, in cultural institutions and associations. If the institution's managers manage to organize group meetings and trainings in a family atmosphere, miracles can be achieved with a sufficiently motivated membership. Spending time in a pleasant, friendly atmosphere, building personal relationships, reducing and overcoming an individual's anxiety towards others, are all factors that are important, to pay attention to. After all, a good volunteer must be guided by sufficient curiosity and openness. In addition to the mentioned inspirations, the development of the volunteers' own competences, the possibility of realizing their dreams and themselves must also be kept in mind, in order to keep them motivated, space must also be provided for the innovative solutions of the young people in one activity circle, which can give new impetus to the head of the institution, the volunteer group leader, and the audience alike.

Eight suggestions for how and in what spirit to conduct group activities / professional activities, so that we can ensure generation after generation of volunteers who can wait to become community builders:

1. Positive atmosphere (A fearless atmosphere full of humor and playfulness, greatly promotes success in creative activities.)
2. Equal treatment (All young / future volunteers are equally important and equally noteworthy.)
3. Taking real-life living conditions into account (The group leader must be aware of the children's living conditions, and this must be part of their pedagogical work. The advisory function should be carried out with the involvement of parents.)
4. Common rules (The rules apply to everyone, which promote frictionless coexistence.)

5. Performance pressure (Each group member must be given enough time to develop at his/her own pace.)
6. Motivation (Both the group leader and the occasion of the rehearsals/group meetings, should have an encouraging effect on the young people, by setting a good example.)
7. Strengthening self-confidence (Praise gives higher self-confidence. This positive reinforcement should be a central element, in working with young people!)
8. Joy and sense of success (The most important thing. The power of the experience lived in the community is unsurpassed. The work of each young person, like building blocks, form a consistent whole. The young people understand how important they are, as creators of the community, regardless of the level of their performance. The point is always the child, with all his/her enthusiasm and worries. In all cases, the group leader is a direct partner and confidant, be it joy or even sorrow.

So we can see that parenting is not as easy, as we would think. But even more important, is the finding that this is a very important part of the work and profession, of an event organizer/cultural institution manager, and it is worth putting a lot of emphasis on it, because this is the only way, we can motivate sufficiently determined volunteers, to build more and more communities, or to “motivate” them to volunteer.



## 5. HOW TO ADDRESS THE VOLUNTEERS?

### *Preposition:*

Recruiting volunteers is by no means an easy task, which is why it is very important to prepare as well as possible, to coordinate the planning process, and to prepare the invitations only, when we know the narrowed-down answers to all questions. The time spent on preparations, will pay off later.

The most important questions:

- \* For what kind of area are we looking volunteers for?
- \* What is the exact goal of our project?
- \* Dates - when does the activity start and how long does it last?
- \* Who will select the volunteers and how?
- \* Who will train/teach those who enter the program?
- \* What does the learning material consist of?

*You need to determine what your ideal candidate is like:* in terms of education, skills, personality and availability. It should be considered, that in order to be able to narrow down the circle as much as possible, we may also indicate some disqualifying factors. For example, if we are looking for volunteers for a first aid course, feeling sick from the sight of blood, (artificial) wounds and/or (artificial) blood, it is unfortunately a disqualifying reason. Focus is very important.

### *Let's prepare the appeal!*

Let's try to describe the activity itself in detail: WHAT? WHERE? WHEN? WHY is it worth it? and let's also answer on these questions. We must not lower our expectations of applicants, for the sake of the success of our project. However, if there is a part in which we might be flexible, we should definitely mention it here.

### *Where do we look for and find the ideal candidate?*

Here, too, it is important to find the places where our ad should be published, based on narrowed expectations. E.g. university faculties, possibly specialist journals, specialist portals, Facebook groups.

## *Coordinate the recruitment method, call materials and recruitment channel!*

We also highlight the benefits associated with performing the activity, which may be attractive to the applicants.

## *Let's publish the appeal!*

It is recommended to publish the appeal 4-5 weeks before the planned start of the activity.

## *The online way of communication:*

While “viewing” Facebook, it is necessary to ensure that our selected target group does not continue scrolling through our pop-up ad in a few seconds. Let's always keep in mind, who we want to address.

You have to stand out from the media noise, from the videos that start automatically, from the supermodel ads of the big global brands. Even if we don't have a professional crew who make advertising videos, we can't give it below a certain level.

It is important that our target group notices and gets interested in our post.

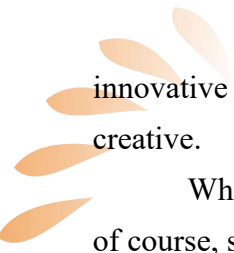
The image and text must form a unity. It is very important to know, that a good candidate will not apply for a bad advertisement.

First of all, we need to closely examine the issue that today's young people are affected by significantly more external impulses, so their stimulus threshold is also significantly higher, and therefore it is more difficult to attract and retain their attention.

Their smart gadget park is used for several hours a day, so a recruitment campaign on social media is obvious, but at the same time, it also hides the pitfall of getting lost among the many posts. Today's young people are fun and experience-oriented, they like to be part of the processes, and they are obsessed with recognition. (likes, followers, viewership)

That is why their attention can be kept with constantly changing content and





innovative solutions. Those who want to address them, need to be braver and more creative.

What is already bold and out of place for us, can be real attention-grabbing, if we of course, stay within the bounds of good taste.

They process an inordinate amount of information and impulses every day, create multiple personalities about themselves, and manage them in cyberspace. At the same time, they also suffer from social loneliness, because even though they chat all day in the online space, the lack of real relationships still exists, and the feeling of loneliness remains. The coronavirus has only reinforced this. So, let's offer them the opportunity to form real, human relationships, with which we can make the volunteer program we offer even more attractive!

### *How to stay authentic?*

Managing a social media platform also requires routine. Therefore, it is advisable to ask a younger colleague to manage these interfaces, as it is necessary, to consider who can most easily pick up the language and visual world of young people, and to understand their interests. I do not recommend that we try to put on an “online disguise” ourselves, because we will easily lose sight of the fact that a couple of decades are already behind us, and we will be just scrolled down accordingly. Appoint a responsible person for this task.

One more tip: let's put control in the hands of the participants, ask the young people to produce content themselves! (Which they probably already posted anyway, if nothing else for their daily “story”, but they will surely find more materials on their phones)

### *The next step that awaits us: Tiktok*

We also need to talk about the fact that... whether you like it or not... using Tiktok will become completely unavoidable, in a very short period of time. We have to sneak in unnoticed, but very cunningly, to blend in as best as possible, among the Tiktokers, i.e. to upload nice short videos, because this platform is so popular, because adults don't really go in there. The youth always strives for the feeling of being an outsider, and this age group is now “hiding” here. Why don't parents and teachers see into this? Because they don't want to, they don't understand it, which is why we took it so hard, when our parents commented on MTV to us, but we knew that “they can't understand this anyway, and that it's really important to me”.

Let's not strive to produce world-saving revolutionary ideas and/or fiction literature scenarios. Remember, that even someone pouring coffee foam on a shaken espresso, can have millions of views.

### *Instagram – The golden middle*

After we have successfully chased young people away from Facebook, because they don't want their grandmother to comment on their pictures, the interface of Instagram is the one, we can safely turn to. Here, the images are in the center, the longer texts are pushed into the background, and #'s can come in all quantities. Instagram is a simpler interface and creates a visual unity, by allowing only pictures in front of us, or short videos.

However, you have to pay close attention to ensure, that there is no slippage, i.e. that only a square image is good, so that nothing is cut off, 1080x1080 pixels is the recommended format.

As everywhere else, a tasteful setting that attracts attention is recommended, but here it is of particular importance.

### *Facebook is Facebook, after all*

An online presence is inevitable in today's world. If we don't have an online footprint, it's as if we don't exist. But in addition to this, let's not forget to take advantage of the opportunity to build an online community, since the situation is right to create a group for applicants, to create public events.

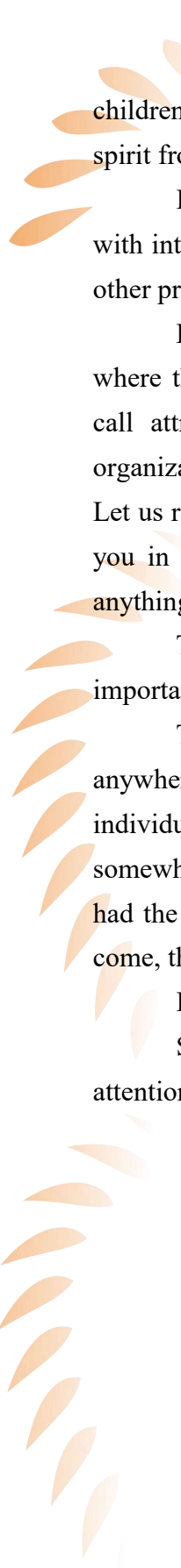
Here, young people can easily get information, get in touch, and mutually support each other. This also helps to retain a volunteer.

If our financial resources allow, we can also think about paid advertising, because there we can target quite a few target groups, on whose message boards our ad will appear.

Based on the experience and statistics I have seen so far, I have to point out, that the pictures taken at the event, always have more views, more people click on them, it is really useful to publish them.

### *Offline availability:*

Visiting acquaintances, who are already actively involved in extracurricular activities, mostly in cultural areas, e.g. scouting, folk dance groups, theater groups,



children's animators, etc. has proven to be very effective. They have an entrepreneurial spirit from the start, and they are less timid in front of themselves and in sharp situations.

In these cases, however, there is a high chance, that even though our inquiry is met with interest, the young person approached will no longer be able to do so, due to certain other preoccupations.

During a telephone conversation, we can dedicate more time to an individual, where the benefits associated with the activity should be highlighted, which makes our call attractive. To offer the atmosphere, the trips, the prestige of working in the organization, or professional experience, which is a must for many university students. Let us reassure you, that we will prepare you for the task that awaits you, we will support you in everything, and if it happens, that you can turn to us for help and advice for anything. The specific goal must be formulated during the conversations.

The volunteers should feel, that the time they spend on this, is indeed very important for the realization of the project as a whole.

There is another layer that we should mention: those who have not belonged anywhere until now, the motivation may be, that they too will finally be “useful”, so the individual feels to be part of the organization - thus getting the feeling of belonging somewhere. So many things can be lurking in the background, which is why they haven't had the opportunity to join somewhere so far. Don't be afraid to emphasize, that if they come, they already belong among us!

Invite your classmate too, draw their attention on us.

So, in summary, the main aspects of online access are the following: Be unique, attention-grabbing, creative and brave! Use good images with appropriate text.

## APPENDICES:

This QR code leads to a drive folder, in which you will mostly find colorful attachments. Through real examples, you can see what a facebook post looks like, a poster adapted for instagram, or even a volunteer's portfolio. But, as a start, read the 6 point “Always keep in mind” guide! And in the folder called “free empty template samples”, you will find usable templates that you can freely use, on which you just have to write your own text, and it can easily go to one of the social media platforms.

[ The attachment can be found here: ]

**A melléklet itt  
található:**



**Keress az „üres minták” mappát a  
szabadon felhasználható  
plakátokért/meghívókért, vagy alkoss  
belőle azt, amire csak szükséged van az  
önkéntes projektedhez! :)**

[ Look for the “free empty template samples”  
folder for posters/invitations that you can freely  
use, or create whatever you need for your  
volunteer project! ]



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*Notes:*



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