

**Volunteer Program of the Citizens' Association Institute for
Crisis Management – ICM Skopje for 2025 - 2030**

The Citizens' Association Institute for Crisis Management – ICM Skopje is a voluntary, non-profit, non-governmental, and non-partisan association of citizens, established through the free association of individuals with the purpose of realizing, protecting, and harmonizing their interests and beliefs aimed at promoting civil society and local communities, as well as carrying out activities that foster moral values, strengthen interethnic relations, and support the economic development of the territory of the Republic of North Macedonia and beyond.

The mission of the Association is democracy, justice and the rule of law, and the establishment of a modern system for crisis management, protection, and rescue.

The main tasks, strategic priorities, and goals of the Citizens' Association Institute for Crisis Management are:

- Establishment of a modern and functional society;
- Transparency and accountability;
- Democratic values;
- Human rights and the rule of law;
- Depoliticization, de-partization, and professionalization of crisis management;
- An efficient and effective system for crisis management, protection, and rescue;
- Active involvement and strengthening of the governmental, non-governmental, and academic sectors.

The Citizens' Association Institute for Crisis Management – ICM Skopje organizes a volunteer program to respond to the need for the involvement of volunteers in the work of the Institute.

Volunteers are engaged for a period of 3 to 6 months, with a weekly workload of 10 to 20 hours.

The program includes:

- Work on donor-funded projects;
- Communication with civil society organizations, foundations, and institutions;
- Organization of events, research, and analyses;
- Participation in conferences and seminars (with the possibility of receiving certificates);
- Compensation, as agreed, calculated in denars to cover food and transportation expenses;
- Candidates should have a good command of English and solid computer skills.

The program provides:

- Equal conditions for all candidates without discrimination;
- Volunteering for a period of 3 to 6 months, with the possibility of extension up to 12 months;
- Signing a volunteering agreement, issuance of a volunteer booklet, and record keeping;
- Recruitment is conducted through the submission of a CV, a motivation letter, and an interview.

Goals of the Volunteer Program

The volunteer program aims to promote altruistic activities and encourage positive social development.

The main goals include

• Promoting humanity and solidarity:

Volunteering is based on the principles of voluntarism, acting for the benefit of others, and without financial compensation.

• Developing a conscious and responsible society:

The programs strive to create a healthy society through the active participation of citizens.

• Strengthening social cohesion:

Volunteering generates trust and solidarity among citizens.

• Supporting young people:

Through volunteering, young people gain practical knowledge, experience, and skills such as teamwork, communication, and organizational abilities.

The volunteer program may include various activities and stages aimed at personal and professional development, as well as improving local communities.

Some of the main aspects covered by the programs include:

• **Organization of activities:**

Volunteers participate in organizing events, stakeholder consultations, research, and analysis.

• **Educational opportunities:**

The program may include training, seminars, conferences, and other educational activities that help participants acquire new knowledge and experiences.

• **Skills development:**

Volunteers receive training in administrative work, client communication, drafting documents, and formal communication with institutions.

• **Management cycle:**

This includes recruitment, selection, orientation, training, motivation, and evaluation of volunteer work.

The program is structured in a way that encourages volunteers to contribute to the common good while simultaneously developing their personal capacities.

“Brief description of the volunteer positions and the number of volunteers needed for each position.”

Examples of volunteer positions:

1. Community Assistance

• **Description:**

Volunteers participate in local initiatives to assist during natural disasters or humanitarian actions.

• **Number of Volunteers:** 3–5

2. Philanthropy or Service to Others

• **Description:**

Volunteers work in organizations that provide support to marginalized groups.

• **Number of Volunteers:** 5–7

3. Participation and Civic Engagement

• **Description:**

Volunteers engage in civic initiatives and informal groups aimed at improving local communities.

- **Number of Volunteers:** 8–20

4. Advocacy and Election Participation

- **Description:**

Volunteers take part in elections to advocate for specific causes or political movements.

- **Number of Volunteers:** 25–35

Types of Volunteers According to Duration

- **Short-Term Volunteers:**

Engaged in one-day or multi-day activities.

- **Long-Term Volunteers:**

Engaged for a period longer than 3 months.

These examples can be adjusted according to the specific needs of the institute and the cause for which volunteers are being recruited.

Recruiting volunteers is an important process that includes several key steps. One of the most effective ways to attract volunteers is through a well-planned volunteer management cycle.

This cycle includes **recruitment, preparation, evaluation, and retention of volunteers.**

The volunteer recruitment process is an essential part of the institute's operations. This process can be carried out in various ways but generally involves several key steps and strategies.

Key Elements in Volunteer Recruitment

1. Promotion and Advertising

- Volunteer recruitment will be implemented through promoting the institute's work and presenting volunteer activities.
- Use of social media and websites to share information about volunteer opportunities.

2. Volunteer Selection

- During the selection process, attention should be paid to the characteristics of potential volunteers, such as their interests and abilities.
- The selection of volunteers is usually based on an analysis of CVs, motivation letters, and other documents.

3. Motivation and Support

- Volunteers should be motivated through positive feedback and recognition for their work.
- Organizations should provide regular team meetings and social gatherings to keep volunteers engaged and motivated.

4. Recruitment Strategies in Humanitarian Emergencies

- During humanitarian crises, recruitment should be adapted to the specific circumstances of the crisis, using innovative and flexible strategies.

5. Ongoing and Occasional Recruitment

- Ongoing recruitment is open for regular activities, while occasional recruitment is organized for specific projects or needs.

Strategies for Successful Recruitment

- **Diversity and Inclusion:** Apply principles of diversity and inclusion to attract volunteers from different backgrounds.
- **Innovative Recruitment Sources:** Develop and use new recruitment tools and channels to increase recruitment efficiency.
- **Support from Existing Volunteers:** Engage current volunteers in promoting and recruiting new volunteers.

Strategies for Securing Volunteers

1. Planning and Recruitment:

- **Volunteer Attraction Plan:**

Clearly define what types of volunteers are needed and what their roles will be. This helps in creating a well-rounded volunteer team.

- **Using Networks:**

Employees and unions can support volunteer activities, which motivates staff to get involved.

2. **Training and Support:**

- **Volunteer Training:**

Provide training to prepare volunteers for their tasks and to help them achieve their aspirations.

- **Supervision and Motivation:**

The presence of supervisors and a motivation system is important for retaining volunteers.

3. **Inclusiveness and Diversity**

a. **Promoting Inclusiveness:**

Reduce barriers to volunteering and enable greater engagement from different groups in society, such as older adults and people with special needs.

4. **Technology and Communication:**

b. **Management Software:**

Use software to track volunteers and their activities, allowing for efficient management and communication.

5. **Recognition and Appreciation:**

c. **Acknowledging Volunteer Work:**

Express gratitude to volunteers through various forms of recognition, which motivates them to continue volunteering.

6. **Partnerships and Joint Projects:**

d. **Collaboration with Other Organizations:**

Establish partnerships with other organizations to increase volunteer availability and share resources.

By following these strategies, you can create an effective volunteer team that is motivated and ready to contribute to social goals.

Rights and Obligations of the Organizer of Volunteer Work and the Rights and Obligations of Volunteers

The rights and obligations of organizers of volunteer work in North Macedonia are regulated by the **Law on Volunteering**. Organizers of volunteer work may include citizens' associations, foundations, religious communities, public institutions, state administration bodies, units of local self-government, and the City of Skopje.

Obligations of the Organizer of Volunteer Work

The organizer of volunteer work has the following obligations:

- **Providing conditions for volunteer work:**
The organizer is required to provide conditions for performing volunteer work in accordance with the Law and the volunteering agreement.
- **Issuing a volunteer booklet:**
The volunteer is issued a volunteer booklet for the volunteer work, containing the information prescribed by the Law.
- **Providing materials and resources:**
The organizer must provide the materials and resources necessary for performing volunteer work.
- **Payment of agreed expenses:**
The organizer ensures timely payment of any previously agreed expenses.
- **Confidentiality and privacy protection:**
The organizer must ensure data confidentiality and the protection of volunteers' privacy.
- **Insurance against occupational diseases and injuries at work:**
The organizer provides insurance against occupational diseases and work-related injuries during volunteering, if agreed upon.

Rights of the Organizer of Volunteer Work

Although the Law mainly defines the obligations of the organizer, it also grants certain rights, such as the right to be informed about any harmful consequences that may occur during volunteering.

The organizer also has the right to conclude an agreement with volunteers and to define the terms and conditions of volunteer work in accordance with the Law.

The document outlining the rights and obligations of volunteers is generally based on the legal provisions on volunteering in a given country.

In North Macedonia, the **Law on Volunteering** regulates the rights and obligations of both volunteers and organizers of volunteer work.

According to this Law, volunteers have the following rights and obligations:

Rights of Volunteers

- **Information and training:**
The volunteer has the right to receive written information about the conditions and risks associated with volunteering, as well as training if necessary for performing the tasks.
- **Protective equipment:**
The right to protective equipment in accordance with workplace safety regulations.
- **Leave and breaks:**
The right to justified leave and breaks during the day.
- **Consultation:**
The right to be consulted and informed about decisions related to the manner of volunteering.
- **Reimbursement of expenses:**
The right to reimbursement of agreed expenses related to volunteering.
- **Privacy protection:**
The right to the protection of privacy and personal data.
- **Volunteer booklet:**
The right to be issued a volunteer booklet for the volunteer work performed.
- **Volunteering agreement:**
Applies to volunteers engaged in long-term volunteering and foreign volunteers (volunteers who are foreign nationals).

Obligations of Volunteers

- **Service provision:**
The volunteer is required to provide services in accordance with the Law, the volunteering agreement, and the general acts of the organizer.
- **Personal participation:**
To participate personally and directly in the volunteer work.
- **Training and confidentiality:**
To participate in training and maintain the confidentiality of the organizer's data.
- **Reporting problems:**
To inform the organizer about illness or other reasons preventing the performance of volunteer work, as well as about any possible harmful consequences.

Documentation:

The **volunteering agreement** is a legal requirement in two cases: when the volunteering lasts more than 40 hours during a month, and when the volunteer is a foreign person, regardless of the duration of the volunteering.

The agreement should include information about the contracting parties, the subject of the agreement, the place and duration of the volunteering, volunteer activities, and specific rights and obligations.

The **volunteer support system** is an important part of effective management of volunteer programs. This system provides full support to volunteers throughout their engagement and includes several key elements.

Key elements of the volunteer support system:

1. Orientation and Training:

Volunteers should receive appropriate orientation and training to understand their roles and responsibilities. This helps them perform their tasks effectively and feel supported throughout their volunteer engagement.

2. Supervision and Oversight:

Constant supervision and monitoring are necessary to ensure that volunteers work in accordance with set goals and receive the needed support when required.

3. Motivation and Recognition:

Volunteers should be motivated and recognized for their efforts.

This can be achieved through awards, certificates, or other forms of recognition.

4. Financial Support:

The institution should provide financial support to volunteers, such as reimbursement for expenses related to volunteer work, if agreed upon.

In North Macedonia, this reimbursement is limited to a maximum of **15% of the average salary** in the Republic of North Macedonia, calculated from the previous year. It is paid in denars, monthly, and is exempt from tax.

5. Evaluation and Participation in Decision-Making:

Volunteers should have the opportunity to participate in the evaluation process and provide their suggestions for improving volunteer programs.

Responsibility for the Implementation of Volunteering and Its Dynamics

The responsibility for implementing volunteering in civil organizations in North Macedonia is usually delegated to specific individuals or departments within the organization.

The dynamics of the volunteer program depend on the organization's goals and structure.

- **Administrative Assistant / Person Responsible for Communication and Coordination**

In the first phase of the volunteer program, they are responsible for familiarizing volunteers with the organization's administrative operations and coordinating activities.

- **Project Coordinators**

In the second phase, the coordinators are responsible for implementing project activities and supervising volunteers in their tasks.

Dynamics of the Volunteer Program

1. Phase 1: Familiarization with Administrative Operations

- **Duration:** 2 weeks
- **Activities:** Assisting and observing the administrative assistant, performing administrative work, and becoming familiar with the organization's goals and principles.

2. Phase 2: Project Work

- **Duration:** Unspecified, lasts several months.
- **Activities:** Learning about project work, acquiring practical skills in communication and project planning.

Legal Framework

- **Volunteer Law:**

Provides for a volunteering agreement that regulates the rights and obligations of volunteers and organizers.

- **Volunteering Program:**

Each organizer must prepare a program that defines the number of volunteers and the type of services required.

Overall, the dynamics of the volunteering program are structured to ensure effective integration of volunteers into the organization's work, as well as to enable them to acquire valuable skills and experience.

Use of Communication Channels within the Organization and Reporting Methods in Volunteering

The use of communication channels within the organization and the methods of reporting related to volunteering can be optimized in the following way:

Communication Channels:

1. **Email:**
Used for formal notifications and communications between volunteers and management.
2. **Videoconference Calls:**
Used for volunteer meetings and training, especially when they are located in different locations.
3. **Informal Communication:**
Social media, SMS messages, and e-newsletters can be used for quick information and motivation.
4. **Meetings:**
Regular meetings for coordination and discussions between volunteers and management.
5. **Phone Calls:**
For quick consultations and resolving urgent issues.

Reporting Methods:

1. **Regular Notifications:**
Sending weekly or monthly updates on activities and plans.
2. **Recognition and Acknowledgment:**
Regularly recognize and acknowledge volunteers' contributions via email or social media.
3. **Training and Orientation:**
Provide regular training and orientation for new volunteers through videoconferences or in-person meetings.
4. **Supervision and Motivation:**
Continuously monitor and motivate volunteers through informal communication and meetings.
5. **Program Evaluation:**
Conduct regular evaluations of the volunteering program to improve activities and communications.

Tips for Improvement

- **Horizontal Communication:**

Encourage informal communication among volunteers to improve coordination and teamwork.

- **Vertical Communication:**

Provide open channels of communication between volunteers and management to address problems and suggestions.

- **Diagonal Communication:**

Promote communication across different sectors or departments to enhance coordination and information sharing.

Benefits for Volunteers

Volunteering brings numerous benefits to volunteers, both on a personal and professional level. Some of the most significant include:

- **Personal Development:**

Volunteering helps build self-esteem, confidence, and a sense of belonging. Volunteers gain satisfaction from helping others, which positively impacts their psychological well-being.

- **Social Connections:**

Through volunteering, people form new friendships and networks, reducing feelings of loneliness and enhancing social support.

- **Skill Development:**

Volunteers acquire new knowledge and skills that can be useful in their professional and personal lives. This includes communication skills, teamwork, time management, and other transferable skills.

- **Professional Experience:**

Volunteering can be a first step toward professional development, providing experience that can support career growth.

- **Physical and Mental Health:**

Research shows that volunteering reduces stress, improves cognitive abilities, and lowers the risk of chronic diseases.

Ways to Recognize and Acknowledge Volunteers

The way volunteers are recognized and acknowledged is crucial for their motivation and retention. Here are several ways to recognize volunteers:

- **Formal Recognition:**

Organizing annual awards or ceremonies where certificates or symbolic gifts are presented is an effective way to formally recognize volunteers.

- **Informal Recognition:**

Expressing gratitude through words, letters, or public praise is also significant. For example, sending congratulations for personal achievements or public acknowledgment in the media.

- **Involvement in Decision-Making:**

Including volunteers in decision-making processes shows that their contributions are valued.

- **Spontaneous Gratitude:**

Expressing thanks immediately after an activity has a strong effect on volunteers' motivation.

These methods help volunteers feel appreciated, positively impacting their motivation and willingness to continue participating.

Methods and Techniques for Rewarding or Recognizing Volunteers

Methods and techniques for rewarding or recognizing volunteers are essential for their motivation and retention. Here are the most common practices:

Formal Recognition:

- **Awards and Certificates:**

Presenting awards such as "Volunteer of the Year" or certificates for participation and contributions to programs.

- **Public Recognition:**

Organizing formal award ceremonies highlights the importance of volunteers to the broader public.

- **Commendations and Thank-You Notes:**

Issuing written commendations or thank-you notes for their efforts.

Material Benefits:

- **Expense Reimbursement:**

Covering costs for transportation, food, or possibly uniforms.

- **Small Gifts:**

Symbolic gifts such as books, T-shirts, or other items with the organization's logo.

Social Activities:

- **Organizing Social Events:**

Regular outings, parties, or informal meetings for volunteers help create a sense of community.

Promoting successful volunteer stories through media or internal publications.

- **Providing Training:**

Organizing training sessions and workshops to help volunteers develop new skills.

- **Opportunities for Advancement:**

Including volunteers in planning and decision-making within the organization.

Emotional Support:

- **Psychological Support:**

Providing psychological support or counseling when needed, especially for stressful tasks.

- **Regular Communication:**

Holding regular meetings for evaluation and monitoring, where volunteers can express their opinions and needs.

These methods not only motivate volunteers but also increase their commitment to the organization.

Reimbursement of Volunteer Expenses and Volunteer Insurance Costs

Volunteer expenses and insurance costs can be covered in the following ways, in accordance with the legal regulations and practices in North Macedonia:

Reimbursement of Volunteer Expenses

1. Basic expenses (food and transportation)

- Volunteers are entitled to reimbursement for food and transportation costs to and from the volunteering site. This reimbursement is limited to 15% of the average monthly salary in the country from the previous year.

2. Additional expenses

- The organizer may also cover other pre-agreed expenses, such as business trips, training, or administrative needs.

3. International volunteering

- In cases such as the European Voluntary Service (EVS), 90% of travel costs are covered, as well as full accommodation, food, health insurance, language courses, and a small allowance (pocket money).

Reimbursement of Insurance Costs

1. Insurance for occupational diseases and injuries

- The volunteer organizer may provide insurance for occupational diseases or injuries during volunteering. This is regulated according to pension and disability insurance, as well as health insurance regulations.

2. Contractual obligation

- Coverage of these insurance costs depends on the agreement between the organizer and the volunteer. If agreed upon, the organizer is obliged to cover these contributions.

3. International programs

- In international programs such as EVS, health insurance is fully covered by the program.

Conclusion

The coverage of volunteer expenses depends on the type of volunteering (local or international) and the agreement between the volunteer and the organizer. Laws in North Macedonia provide a basic framework for reimbursement of food, transportation, and insurance costs, while international programs often offer more extensive support.

Record of Volunteer Work

The record of volunteer work, in accordance with the legal provisions in the Republic of North Macedonia, is regulated by the **Law on Volunteering**. This law defines the obligations of organizers of volunteer work, the method of maintaining records, and the use of volunteer booklets.

Basic Provisions for Record-Keeping

1. Obligation to Maintain Records

The organizer of volunteer work is required to maintain records of all engaged volunteers. These records must comply with the regulations established by the Ministry of Labor and Social Policy.

2. Volunteer Booklet

The volunteer booklet is considered an official document and must contain:

- Information about the type and duration of volunteer work.
- The type of training completed by the volunteer during their engagement.

3. Regulations on Form and Content

The form, content, method of issuance, and recording of information in the volunteer booklet are prescribed by the Ministry of Labor and Social Policy.

Agreements and Registers

- Every organizer must conclude a written agreement with volunteers that defines the conditions of engagement.
- The Ministry maintains a register of engaged volunteers, which is updated based on notifications from organizers.

Supervision

The Ministry of Labor and Social Policy supervises the implementation of the provisions of the law, while inspection supervision is carried out by the State Labor Inspectorate. Failure to comply with obligations, such as maintaining records or issuing volunteer booklets, may result in monetary fines for organizers.

Final Provisions on the Duration of the Program

The final provisions regarding the duration of the volunteering program are regulated in various documents, including laws and volunteering programs. Key aspects include:

1. Termination of the Volunteering Agreement

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- The volunteering agreement ends upon the expiration of the agreed term or upon fulfillment of the conditions specified in the agreement.
- It can be terminated by mutual agreement or if the organizer ceases operations without a legal successor.
- The volunteer has the right to terminate the agreement with a written statement, without obligation to state a reason, unless this causes harmful consequences for the organizer or third parties.

2. Duration of the Volunteering Agreement

- In some programs, the volunteer period is limited to six months, with the possibility of extension for up to three months, depending on the decision of the program coordinator.
- The maximum duration of volunteer work can be one year, divided into phases.

3. Program Coordinator

- The program coordinator is responsible for coordinating and implementing the volunteering program, as well as archiving data related to volunteer work.

4. Issuance of Certificates

- Upon completion of volunteer work, volunteers receive a certificate that may be useful for their future career.

5. Records and Documentation

- Organizers maintain records of volunteer work in the form of a "Volunteer Book" or other documents where personal data, duration of volunteering, and trainings attended by the volunteer are recorded.

These provisions aim to provide a clear framework for the completion and archiving of volunteer activities, as well as for the rights and obligations of both parties.

Responsible Person in the Organization for Monitoring and Updating Volunteering

In an organization, the person responsible for monitoring and updating volunteering is usually called a Volunteer Coordinator or Volunteer Manager. Their main tasks include recruiting, managing, and supporting volunteers, as well as ensuring that their work aligns with the organization's goals.

Here are the key responsibilities:

Main Responsibilities

- **Recruitment and Training:**
The coordinator recruits new volunteers through various marketing tools, such as accessibility programs or email campaigns. They also organize orientation sessions and training for volunteers.
- **Database Management:**
Maintaining an up-to-date database with information about volunteers, their skills, and availability.
- **Planning and Coordination:**
Developing work schedules, assigning tasks, and organizing volunteer activities.
- **Monitoring and Evaluation:**
Tracking volunteer performance, assessing their contributions, and providing feedback.
- **Recognition and Motivation:**
Organizing programs to acknowledge dedicated volunteers to maintain their motivation.
- **Strategy Development:**
Creating strategic plans to improve the volunteer program and its impact on the community.

Key Skills

- Excellent communication skills
- Organizational and team management abilities
- Knowledge of database management technology
- Empathy and cultural sensitivity

This role is essential for the success of the volunteer program, as it ensures effective management of resources and volunteer engagement.

Volunteering in Accordance with the Organization's Internal Structure, Statute, or Internal Policies and Procedures

Volunteering within organizations in North Macedonia is regulated and conducted according to the Law on Volunteering, the organization's Statute, and internal policies and procedures.

Here are some key aspects:

Legal Regulations

- Volunteering is defined as the voluntary provision of personal services, knowledge, and skills for the benefit of other individuals, organizations, or institutions, without financial compensation. This does not include volunteer internships that are required for professional exams or professional practice.
- Any individual can be a volunteer, including minors with written consent from their parents or guardians. Foreign nationals can volunteer with the approval of the Ministry of Labor and Social Policy and regulated residence.

Internal Structure and Policies

- Institutions engaging volunteers must have clearly defined rules and procedures for volunteering, aligned with their Statute and the Law on Volunteering. For example, regulations define the conditions for volunteering, the volunteer selection process, the volunteering program, and monitoring of volunteer work.
- Volunteer work is usually organized according to a predefined program, which may include activities such as administrative support, logistics, project work, and training. Volunteers receive certificates for their work, which can benefit their future careers.

Principles and Values

- Volunteering is based on principles such as voluntariness, transparency, collaboration, trust, and active participation of all stakeholders.
- Institutions often need to develop strategies for promoting and developing volunteering, which may include activities such as awareness campaigns, training, and volunteer awards.

Volunteer Management

- Volunteer management involves planning, recruitment, selection, training, and supervision. Organizations should provide support during volunteering through orientation, motivation, and recognition of contributions.

These mechanisms ensure that volunteering is integrated into the organization's structure and contributes to its goals while respecting the rights and responsibilities of all parties involved.

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