



## **INSTITUTIONALIZING AND SCALING-UP CARE'S PROFESSIONAL VOLUNTEERING PROGRAM AT CARE JORDAN**



### **Results and Ways Forward**



**CARE Jordan**

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## EXECUTIVE SUMMARY

Volunteering is on the rise with many people being involved in some kind of community service work. By volunteering, people can give something of themselves and make a valuable contribution to the community while perhaps learning new skills and improving their health and well-being. On the flip side, organizations that use volunteers for their operations are equally enthusiastic about what volunteers bring to them.

The benefits of working for a non-profit organization (NPO) can extend to the volunteer's community. Volunteering is just as rewarding in terms of personal growth and the growth volunteer is facilitating in the community, he/she is serving. While volunteering is an admirable pursuit, helping others live better lives, it can also help volunteer nurture skills and develop in ways the volunteer may not have thought possible. Main benefits organizations can gain from activating it's volunteering program in a proper way, are:

1. Create employment opportunities
2. Connect with other people and communities
3. Enhance volunteer's skills and abilities
4. Increase organization's marketability

The aim of the current study is to assist CARE Jordan in designing a streamlined approach for engaging volunteers that focuses on developing their employability skills, through a combination of formal training, coaching, and practical experience in CARE's various working locations (Jordan main office, urban community centers, camps). The volunteers will build their capacities with a view to enter the labor market.

The piloting of the proposed volunteering program to be customized and developed, will be performed as part of the implementation of the activity number 2.1 under the project titled "Promoting resilience of refugees and vulnerable host communities in Jordan" activity titled "Consolidate employability by scaling-up CARE's professional volunteering program for 250 women and men". Throughout this activity, a total of 250 volunteers will be targeted (50% Jordanians and 50% Refugees, with 50% females target).

The professional volunteering program will target both Jordanians (50%) and refugees (50%). Syrian refugees in Jordan can obtain work permits to legally work in specific sectors. By engaging in administrative tasks and other roles within CARE's ongoing programs, and participating in the training envisaged under this activity, the Syrian refugees involved in the volunteer program will be better prepared to be employed in the industrial and service sectors. Refugees of other nationalities will be also targeted by the professional volunteering program, although in a lesser degree. Non-Syrian refugees can't legally access the Jordan labor market; however, they can perform volunteer work in exchange for a compensation in development organizations working with refugees. Therefore, the skills and experience acquired through CARE professional volunteering program will enhance the options for better (more skilled) volunteer opportunities. Additionally, all the refugees involved in the program will gain capacities that will expand their job options if/when they repatriate or get resettled in a third country.



The importance of this study relies on measuring the quality of the current volunteering program, including the assigned duties and assignments to the recruited volunteers, and how satisfied CARE Jordan were with the current volunteers onboarding process which consequently affects the performance and accountability of the recruited volunteer.

The current study sources of data relied on the following resources:

1. Feedback questionnaire shared with CARE Jordan staff (*shared on October 17, 2021*)
2. Databases with contracted volunteers during the past (5) years (2016 to 2021) from the following sources:
  - a. Azraq Camp
  - b. Al-Hashmi Urban Center
  - c. CARE Jordan Head Office Administration Database for volunteers (Amman, Irbid, Zarqa, and Mafraq working stations)
3. Desk review for the draft Volunteering Impact Assessment (VIA), developed by CARE Jordan Program Quality Department, September 2019
  - a. Volunteers feedback
  - b. CARE Jordan staff feedback
4. CARE Jordan Volunteer\Intern Work SOP standard operating procedure
5. Volunteers feedback questionnaire shared with CARE volunteers (*shared on March 20, 2022*)

Based on the intensive analysis of the available data, linking and streaming the results of the analysis, the main key findings of the study revealed the following:

1. **Importance role of volunteers at performing assigned tasks:** Both the Feedback questionnaire shared with CARE Jordan staff and the VIA report confirmed the important role volunteers play in performing the assigned tasks and assignments, and the good market reputation spread about volunteering with CARE. (33%) of the feedback survey respondents stressed on the importance of the volunteers. As for the VIA draft report, (75%) respondents believe that volunteers contributed to enhancing CARE's reputation at a high and a very high degree, in addition to the confirmation of (50%) of the respondents believe that volunteers help create a diverse organizational culture at CARE at a high degree.
2. **Required Skills to be available at contracted volunteers:** Both the Feedback questionnaire shared with CARE Jordan staff and the VIA report confirmed that the communication skills is the most important characteristic that volunteer must have as confirmed by (33%) respondents from CARE Jordan feedback survey, and (16%) respondents from the VIA draft report. On the other hand, the computer skills were the second highest priority characteristic, with (27%) respondents from the feedback survey and (8%) from the VIA draft report.
3. **Educational Qualification:** (56%) of CARE Staff feedback survey confirmed that educational qualification is important and should be taken into consideration when recruiting volunteers, with (33%) of respondents who confirmed the importance of the education degree see that volunteers should possess a bachelor's degree.
4. **Age Consideration:** (56%) of the CARE feedback survey respondents confirmed that the age elements should be taken into consideration. Out of the (56%) respondents, (50%) confirmed that the most appropriate age to recruit volunteers is between the age of 23 to 25 years, who are in the age of university

graduates (Diploma or Bachelor), followed by (20%) of respondents who confirmed the age of 21 to 22 years.

5. **Main tasks assigned to recruited volunteers:** From the CARE staff feedback survey, (46%) of respondents confirmed that the nature of work assigned to the volunteers focused on field survey and data entry, followed by reception and administrative work (23%). This was confirmed with the results of the analyzing the Azraq camp volunteer's database, where (25%) of volunteers carried the community center duties, followed by (14%) at administrative jobs.
6. **Volunteers need more coaching and support when on they are on duty:** (73%) of the respondents' volunteers (feedback from the VIA draft report) confirmed that they have resolved their problems and/or challenges by their own. Additionally, staff feedback (VIA draft report) confirmed that the main form of contact with volunteers varied between working alongside with them (38%) to helping in supervising them (26%), with the phone being the least method of direct contact with the volunteers. Staff's engagement with volunteers was almost fully on a daily basis (81%) and a small fraction who engaged with volunteers at least once per week. This is an alert for CARE Jordan to enhance and improve their current volunteering program to have more staff engaged and involved with the orientation and support for the volunteers and clarifying the reporting managerial lines with clear duties and responsibilities, to ensure and guarantee optimal results from volunteers' recruitment. It is essential to activate the role of the HR department at CARE Jordan various working stations, to be as a reference entity for volunteers to assist once problems and/or challenges were encountered.

It is worth mentioning that the main challenge that encountered this current study is the lack of information due to poor database and archiving system (not unified, missing data, inconsistent, unavailability of data segregation, etc.). Additionally, as per the current SoPs, volunteers from the Jordanian nationality are treated in a different way from the Refugees and other nationalities, as Jordanians go through CARE Jordan HR Department, and other nationalities are directly contracted through CARE Jordan working stations.

Therefore, and based on the above, the current study recommends CARE Jordan to work on institutionalizing its current volunteering program, through scaling it to help volunteers fulfil their volunteering roles successfully, confidently, and independently. This can be performed through:

1. The review and development of the volunteering program (training, onboarding and orientation) – The piloting of the volunteering program, funded by the ADA-NEXUS Project (), during the period of January 2022 to June 2023 for 250 male and female youth volunteers
2. Development of a unified database for all recruited volunteers' information (archived and newly to board volunteers).

Finally, the volunteering program will contribute to developing the competencies and skills of the volunteers who participate in the volunteering program, which consequently at the end of the program, will increase the opportunities of recruiting volunteers with good performance within CARE Jordan working stations, in addition to recommending them to work in other local and/or international NGOs, in accordance to the working certificate provided at the end of the volunteering period. Additionally, as an international organization with good reputation operating in Jordan, CARE should advocate for equal percentages with gender (disaggregation of data from gender and role perspective), which was noticeable due to unequal gender and nationality opportunities at CARE different working stations.

## INTRODUCTION

### Background Information

The success of the volunteering program depends on the enthusiastic work of informed, prepared volunteers, which can be achieved through an effective volunteer orientation and onboarding program. A thoughtful new volunteer orientation ensures that the volunteer recruitment efforts don't go to waste (time, efforts, resources, cost). An effective orientation serves to:

1. Welcome new volunteers
2. Acquaint volunteers with the organization's mission
3. Outline role expectations, responsibilities, and tasks
4. Cooperation and supervisory hierarchy



CARE International in Jordan values the services volunteers provide to its programs, teams, and the community members. Volunteers are provided with the opportunity to gain experience which they can benefit from during their time within CARE's programs in Jordan, be engaged in field activities, gain practical experience, with an opportunity to share their insights. Volunteers who are refugees and Jordanians are involved in a very participatory approach with CARE's team and their feedback and inputs are so much appreciated.

As part of CARE Jordan SoPs in dealing with volunteers, the duration of the volunteering agreement is only (3) months, and any extension is justified with technical rational. Each volunteer who enrolls in the program is entitled with (13) JOD as a daily stipend against their transportation, and refreshment cost. As per the SoPs, volunteers are engaged with the following programs only:

- Manual labor: such as cleaning, washing cars, taking care of gardens, maintenance, and painting, etc.
- Simple admin functions: reception, child minder, etc.
- High level admin functions: data entry, technical support, community mobilization, Registration, complaints, and feedback mechanism, monitoring and evaluation/assessment.

Currently, volunteers who join CARE Projects and Programs, undertake the following online trainings only as part of their onboarding and orientation process, without any capacity building or orientation sessions related to technical aspects of their assigned tasks and responsibilities:

1. Prevention of sexual exploitation and abuse (PSEA)
2. Child protection
3. Safety and security
4. COVID-19 prevention

### Study Objectives

The objectives of the current study is to enhance the current volunteering program at CARE Jordan through scaling-up and professionalizing the volunteering program. , To date, the focus of the volunteering scheme has been on supporting CARE Jordan activities, rather than preparing volunteers for the labor market.

Based on that, the main objectives of the proposed volunteering program will be to:

- **Enhance the quality of the volunteering program at CARE:** Through the outcomes of the current evaluation report results, which would enable CARE Jordan to initiate needed improvements and/or changes in the current volunteering program
- **Increase volunteer's confidence:** Through proper onboarding and orientation, new volunteers can develop an increased sense of confidence in their work.
- **Decrease risk:** With proper orientation and onboarding process, the risk of future problems with volunteers can be avoided. If clear procedures and guidelines are explained from the start, the organization will save resources that may otherwise be spent on answering questions, fielding misunderstandings, or dispelling misconceptions.
- **Strengthen public image of the organization:** Much like a staff member, volunteers represent the organization when in public. The more informed they are about the organization's operations and cause, the more they can contribute to the organization's market reputation and assigned tasks.
- **Improve volunteer retention:** The proper onboarding and orientation program can foster a sense of enthusiasm at the volunteer to give and contribute to the workplace. If the organization cultivates the motivation and excitement in a volunteer, this will reaffirm their decision to volunteer for the organization.
- **Promote the impact and benefits of volunteering:** Especially on a personal level, which in turn would enable CARE Jordan to attract and recruit more volunteers.
- **Provide feedback to volunteers:** The provision of feedback to contracted volunteers on how much their efforts are valued with a reciprocal relationship of feedback, will enhance and improve the services offered by CARE, and most importantly enhance accountability to stakeholders, including the wider community and funders.

### **Importance of the Study**

The importance of this study relies on measuring the quality of the current volunteering program, including the assigned duties and assignments to the recruited volunteers, and how satisfied CARE Jordan were with the current volunteers onboarding process which consequently affects the performance and accountability of the recruited volunteer.



The current study main data were from the following sources:

1. Feedback questionnaire shared with CARE Jordan staff (*shared on October 17, 2021*).
2. Databases with contracted volunteers during the past (5) years (2016 to 2021) from the following sources:
  - a. Azraq Camp
  - b. Al-Hashmi Urban Center
  - c. CARE Jordan Head Office Administration Database for volunteers (Amman, Irbid, Zarqa, and Mafraq working stations)
3. Desk review for the draft Volunteering Impact Assessment, developed by CARE Jordan Quality Assurance Department, September 2019
  - a. Volunteers feedback
  - b. CARE Jordan staff feedback
4. CARE Jordan Volunteer/Intern Work SOP standard operating procedure
5. Volunteers feedback questionnaire shared with CARE volunteers (*shared on March 20, 2022*)

## STUDY METHODOLOGY

### Purpose of the Study

Provide CARE Jordan management and concerned operational departments with evidence-based information about the quality of current volunteering program and how this reflects on the overall performance of the recruited volunteer against the assigned duties and assignments, in addition to identifying areas of improvement to guide institutionalizing the volunteering program at CARE Jordan through the identification of the needed qualification and skill sets, through a well-developed onboarding, orientation and volunteering training program.

### Design of the Study

A mixed methods approach was used whereby quantitative and qualitative data collection was used. The quantitative data was collected using a questionnaire including drop-down list questions, some Yes and No questions and multiple selection questions. In addition, qualitative data was collected through some open-ended questions. Also, analyzing the current available and received databases from Azraq Camp and Al-Hashmi Urban Center about volunteer's demographic information<sup>1</sup>. Adding to that, the results of the draft Volunteering Impact Assessment, developed by CARE Jordan Quality Assurance Department in September 2019 was integrated into the current report analysis and results of the study.



### Study Community

The target study population is Jordanian and non-Jordanian personnel and volunteers working at CARE Jordan different working stations.

### Study Sample

The evaluation study targeted Jordanian and non-Jordanian personnel and volunteers working at CARE Jordan different work stations who were involved in the process of the volunteering program process during the years 2017 to 2021.

### Data collection sources

It relied on the use of participants' data and the results of feedback questionnaires to obtain quantitative results for the effectiveness and impact of the programs provided and the extent to which the desired goals were achieved. A quality that identifies strengths and opportunities for improvement to be optimally invested in developing the mechanism of the proposed volunteering program. The results of the draft Volunteering Impact Assessment report were also used and utilized in the current study.

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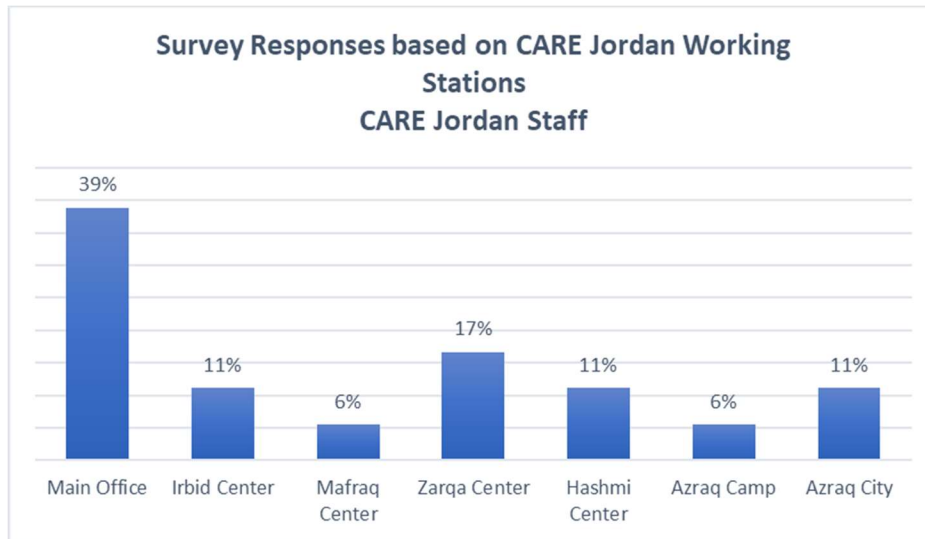
<sup>1</sup> The normal recruitment period for the volunteer is 3 months (counted as 1 round)



## RESPONDENTS' CHARACTERISTICS

### First: Feedback questionnaire shared with CARE Jordan staff

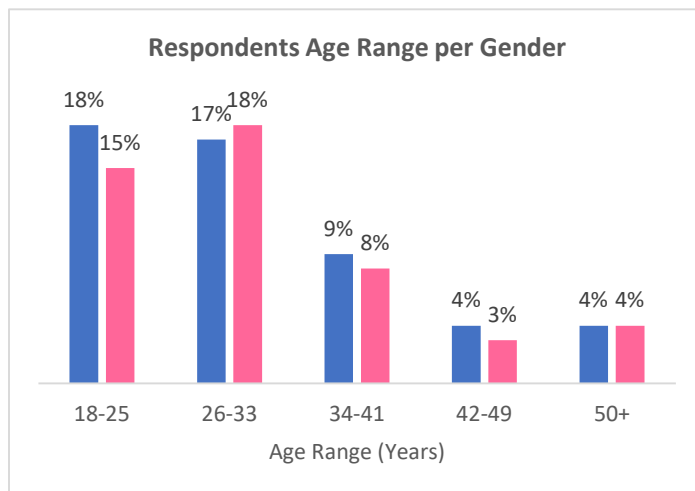
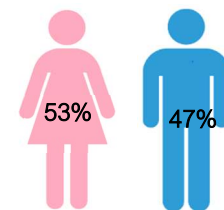
(18) responses were received on the Volunteers survey questionnaire shared with CARE Jordan staff, as per the following breakdown diagram:



The responses were received from CARE Jordan administration staff who are responsible for following up with recruited volunteers and their performance.

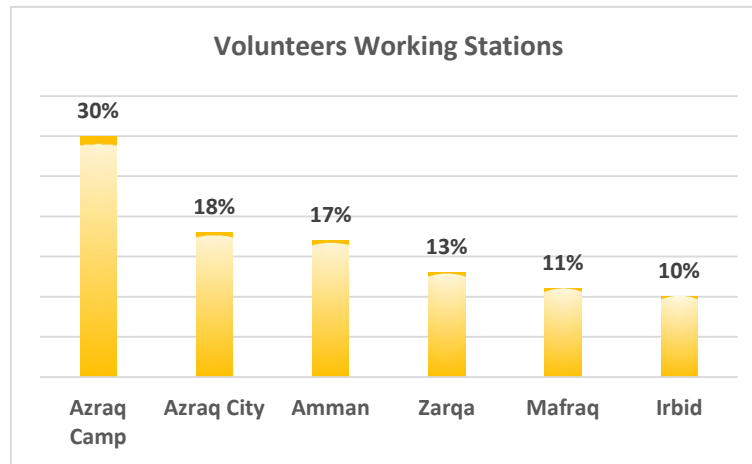
### Second: Desk review for the draft Volunteering Impact Assessment, developed by CARE Jordan Quality Assurance Department, September 2019

**Volunteers:** The pool of survey respondents were (351) volunteers, with a percentage of 53% females versus 47% males.



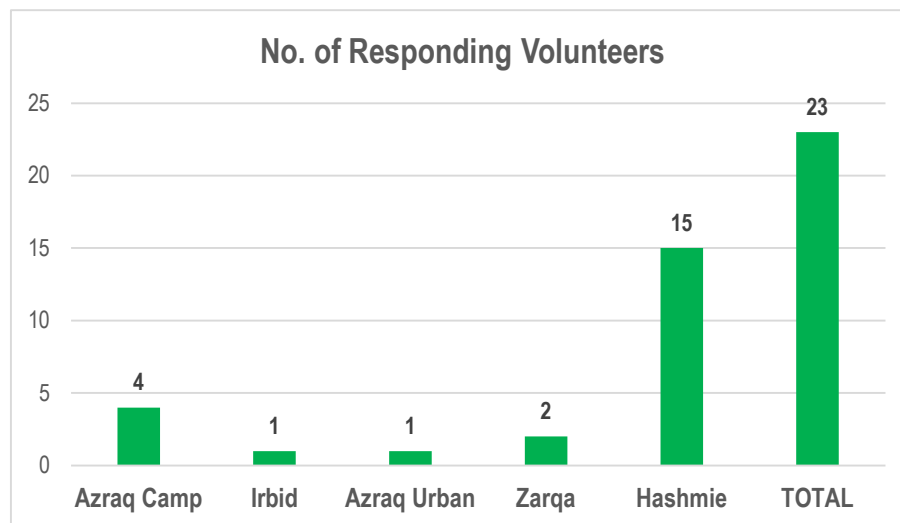
(68%) of respondents were from the age range of 18 to 33 years, while (24%) were from the age range of 33 to 49 years, and the lowest respondents (8%) were from the age 50 years and more.

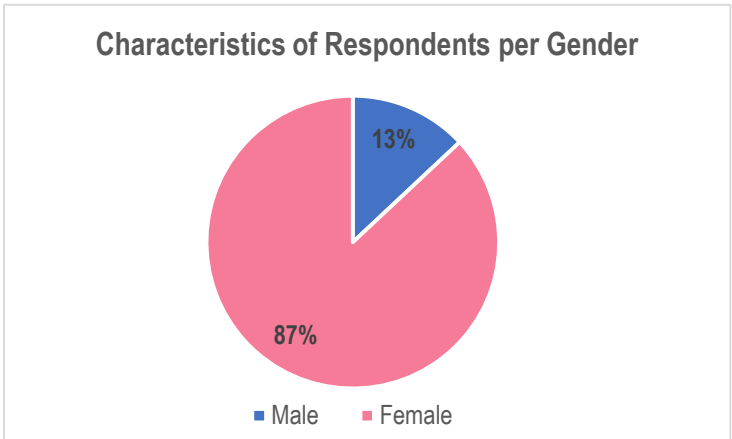
On the other hand, the majority (30%) of volunteers who participated in the impact assessment study have volunteered in Azraq camp, while on the other hand Irbid accounts for the minority of volunteers with a percent of only (10%), as per the diagram below:



### Third: Volunteers' Feedback Questionnaire – March 2022

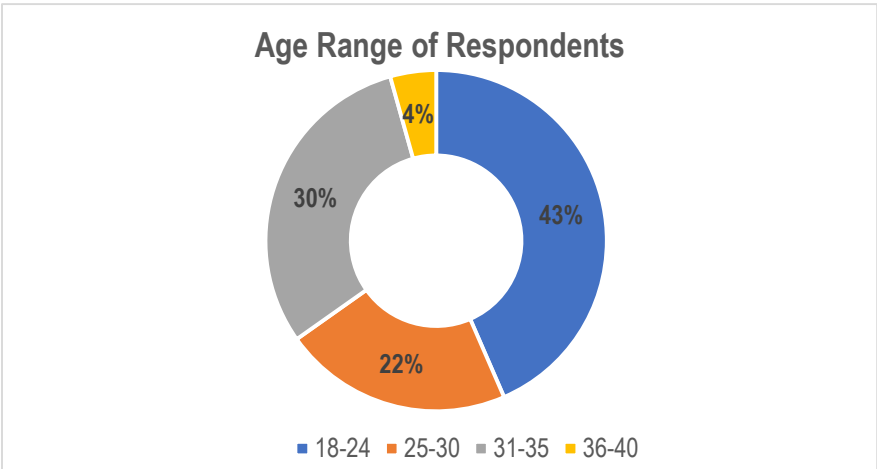
(23) responses were received from Volunteers who worked within CARE Jordan different working stations. The questionnaire was shared with (150) volunteer, details were retrieved from the CARE Administration, (20) contact numbers were invalid, and (130) confirmed receipt, and (23) responded to the questionnaire:





As for the characteristics of the respondents, 87% were female, and 13% were male.

On the other hand, the age range characteristics of the respondent volunteers is as per the following diagram:



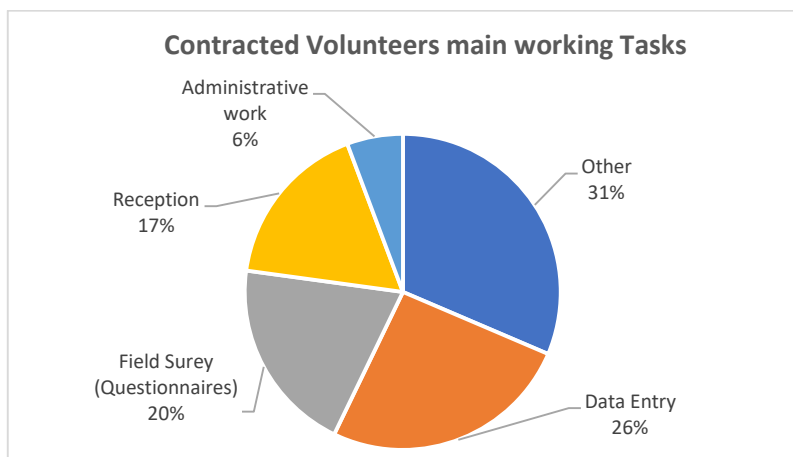
## KEY FINDINGS

Overall, the results of the evaluation provided compelling evidence that both QRTA beneficiaries and team members were satisfied with the quality of the services provided by the recruited volunteers at CARE Jordan. It was found how useful, beneficial, productive, and provided a learned opportunity despite all the challenging circumstances they faced. In the below sections, we provide a summary details of data analysis results that support key findings of the evaluation for the different programs

The sections below provide detailed analysis and results for the main assessment components that were considered under this study:

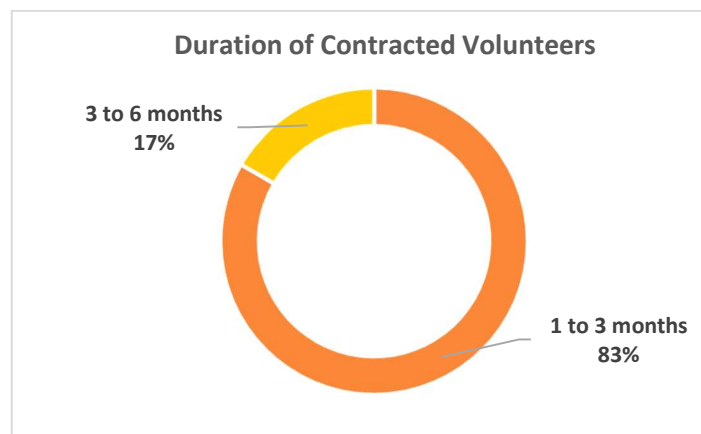
### First: Feedback questionnaire shared with CARE Jordan staff

One of the feedback survey questions was the nature of work that was assigned to the recruited volunteer, and the responses were as follow:

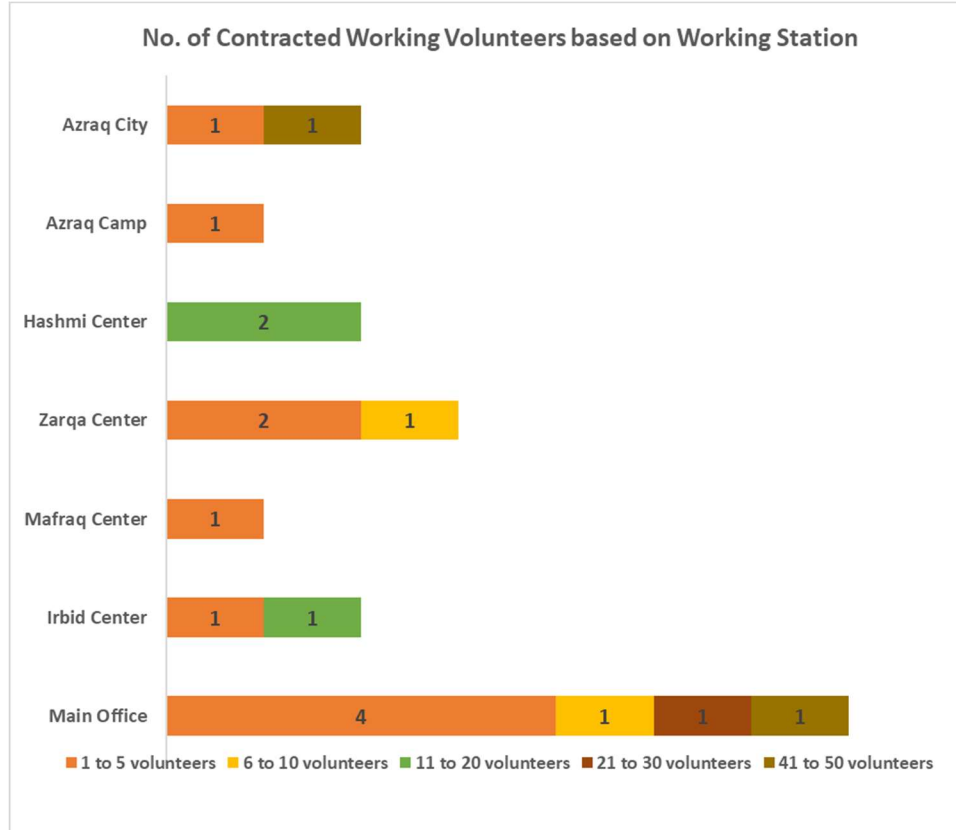


It can be noticed that (46%) of the nature of work assigned to the volunteers focused on field survey and data entry, followed by reception and administrative work (23%).

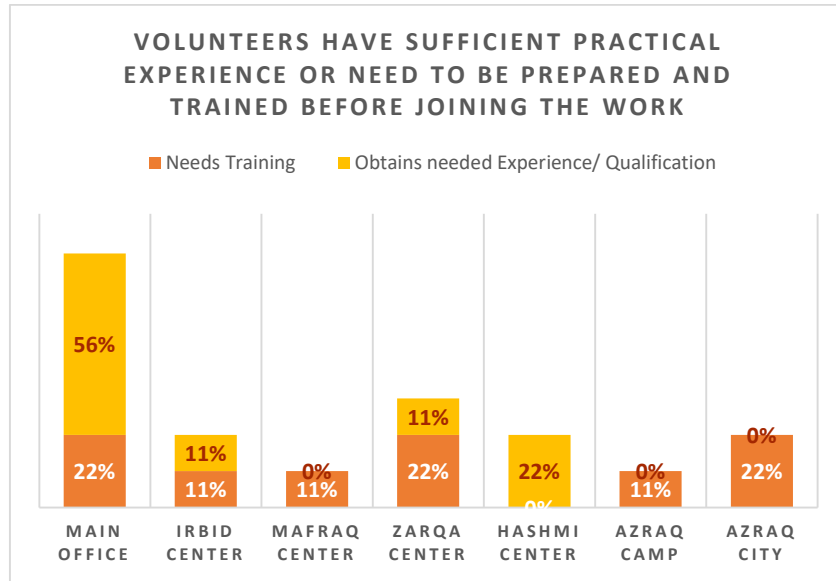
As for the duration of the contracted working volunteers (number of rounds contracted), the majority of the responses (83%) confirmed that volunteers were contracted for only 1 round (3 months), and (17%) responded that some volunteers were contracted for more than 1 round (2 rounds), as illustrated the diagram below:



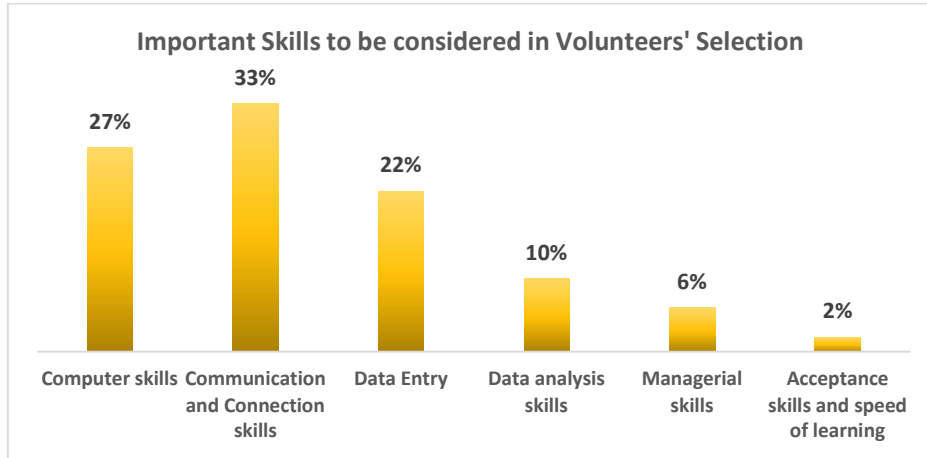
On the other hand, the survey questions tackled the number of volunteers that were contracted during the past (3) years, and the responses were that the main office contracted the highest number of volunteers, followed by Azraq city, Al-Hashmi urban center, as per the diagram below:



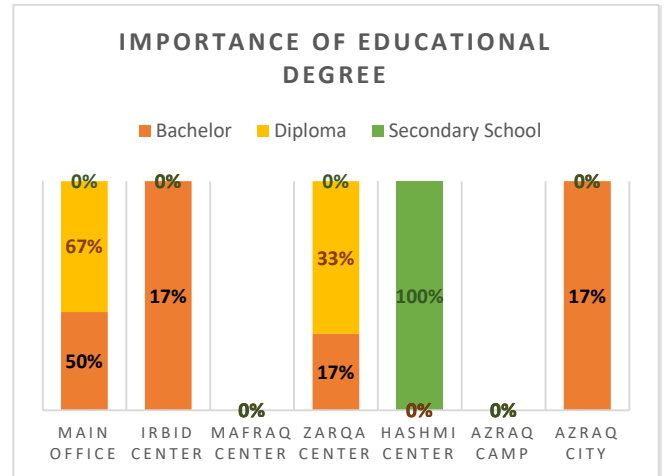
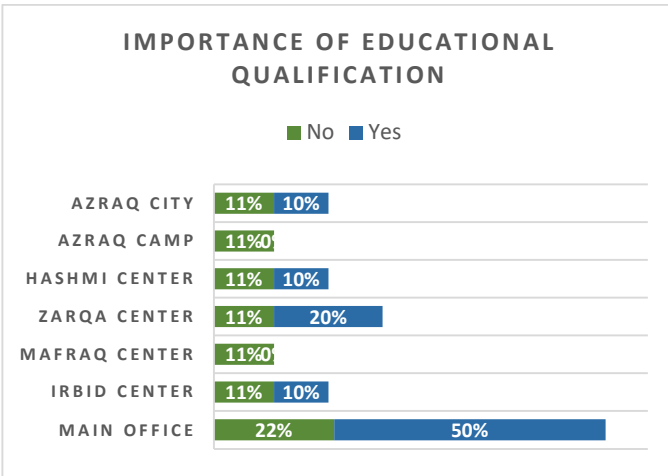
Respondents were also asked whether the volunteers have sufficient practical experience or they need to be prepared and trained before onboarding, the responses were that (50%) stressed about the importance of providing the appropriate orientation and training for the volunteers before joining the work. It is worth mentioning that challenge with the capacity of the hired volunteers from other locations other than the main office especially (Azraq camp, Town and Mafraq) where all respondents confirmed that the volunteers needs training, which is the case, so more efforts needed to support the operation there to be able to hire/train proper volunteers to support them adequately.



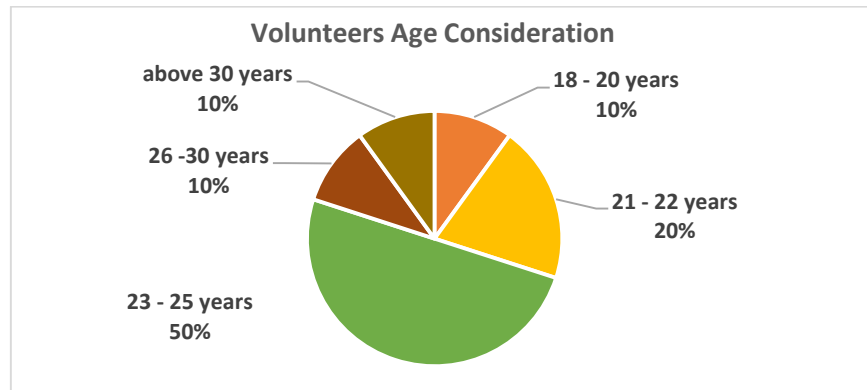
As for the main skills to be considered when contracting volunteers, (33%) of the respondents confirmed the importance of possessing the communication skills, followed by computer skills (27%) and then data entry (22%), due to working in humanitarian sector and the need to possess high skills in communication and connection, as the volunteers is in continuous contact with beneficiaries and other stakeholders, as per the diagram below:



(56%) of respondents confirmed that the educational qualification is important and should be taken into consideration when recruiting volunteers, with (33%) of respondents who confirmed the importance of the education degree see that volunteers should possess a bachelor's degree, as per the diagrams below:



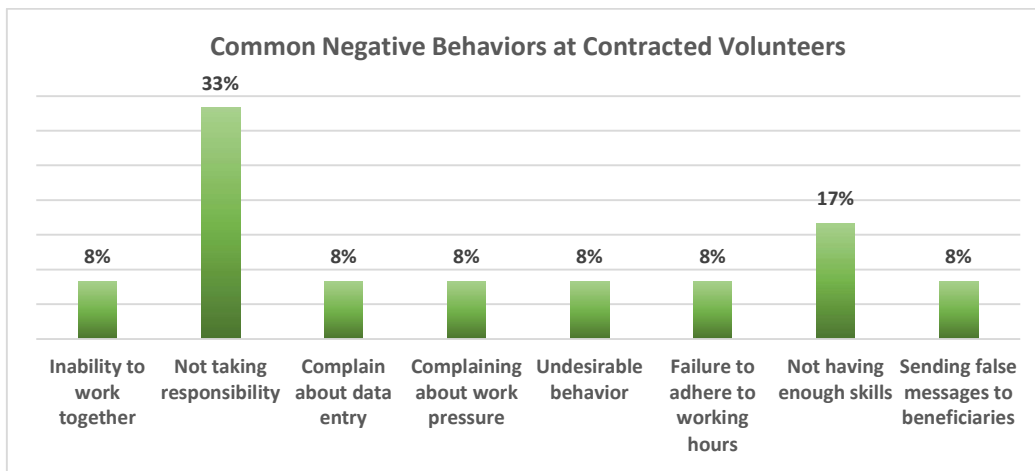
The age consideration was included in the feedback survey, (56%) of the respondents confirmed that the age elements should be taken into consideration. Out of the (56%) respondents, (50%) confirmed that the most appropriate age to recruit volunteers is between the age of 23 to 25 years, who are in the age of university graduates (Diploma or Bachelor), followed by (20%) of respondents who confirmed the age of 21 to 22 years:



The survey questionnaire inquired about the common positive traits observed at the contracted volunteers, where (22%) of respondents acknowledged that volunteers had good manners and respect for others, and (20%) confirmed that they possess good communication skills, and (18%) confirmed that volunteers were capable and had the ability to work under pressure, in addition to other positive attributes as per the diagram below:

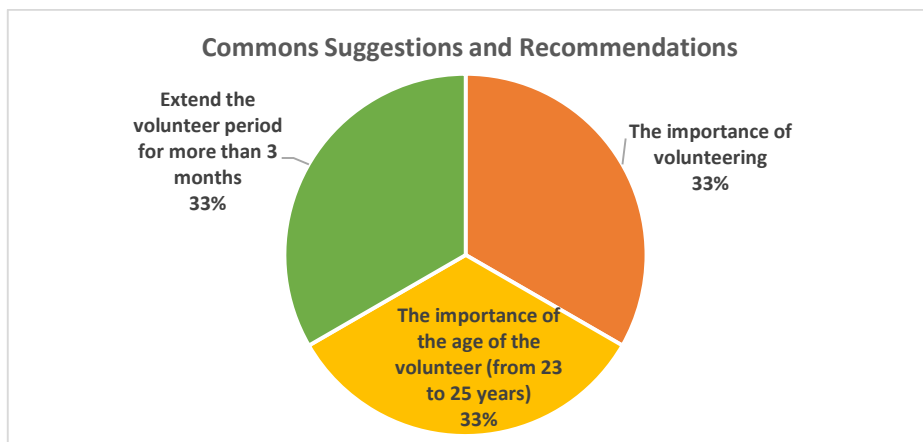


On the other hand, respondents were asked for their feedback about the common negative traits and attributes at the contracted volunteers, where (33%) of respondents agreed that volunteers were not reliable to commit any responsibility, and (17%) confirmed that they lack basic technical skills to perform the assigned duties and assignments:



The questionnaire opened the field to collect suggestions and recommendations for improving the current volunteering program at CARE Jordan, (33%) of respondents stressed on the importance of the volunteers aging, and (33%) confirmed that the volunteering period should be extended to more than 3 months (1 cycle) to allow the volunteer to gain more experience and technical skills, in addition to the feeling of job safety with the current volunteering opportunity:



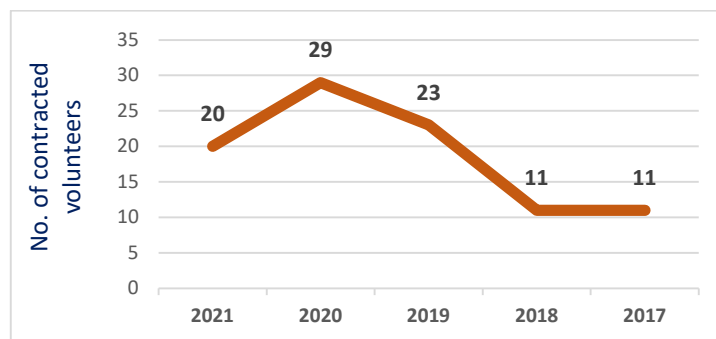
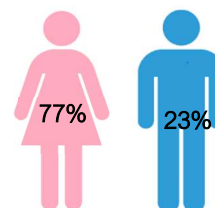


**Second: Databases with contracted volunteers from Azraq Camp and Al-Hashmi Urban Center during the past (5) years (2017 to 2021)**

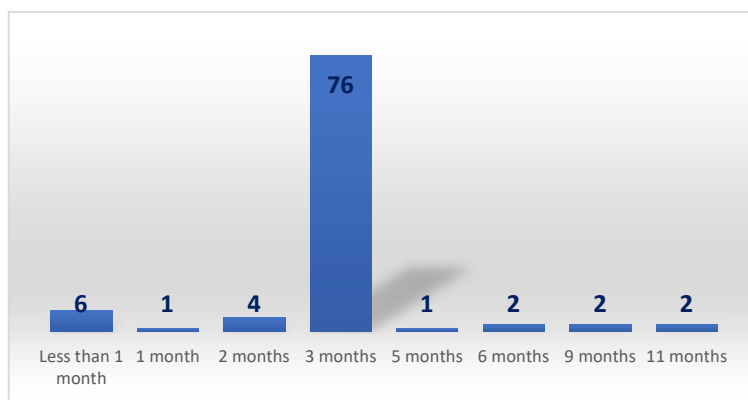
**Al-Hashmi Urban Community Center (2017 – 2021):**

The main findings from analyzing the lists of volunteers who worked at Al-Hashmi Urban community center during the past (5) years (2017 to 2021), were as follow:

- (94) volunteers were contracted to volunteer at Al-Hashmi Community Center, 77% females, 23% males.
- Year 2020 had the highest percentage in recruiting volunteers, with an average percentage of (31%), then year 2019 with an average percentage of (24%), as per the summary diagram below:



- (81%) of volunteers were contracted for a period of 3 months (1 cycle), and (6%) were contracted for 6 months and more. Contradictory, (6%) of contracted volunteers remained for less than 1 month:



### **Azraq Camp (2019 – 2021):**

An Incentive- Based Volunteering Scheme (IBV) is the customary approach implemented at Azraq Camp for recruiting the Syrian refugees, and it has been a key aspect of refugee participation in the delivery of humanitarian assistance and other services in the camp<sup>2</sup>.

The IBVs is one of the four possible forms of income generating opportunities for refugees in Azraq Refugee Camp, which are:

1. Incentive-based Volunteering Scheme (IBVs)
2. Private business on the local market (Souq)
3. Work Permits
4. Home Based Business (HBB)

The IBV scheme is aimed at providing refugees living in Azraq refugee camp with basic means to enhance refugee's resilience and self-reliance. There are limited livelihood and income generation activities in the camp, as such the incentive-based volunteering scheme plays an important role in fostering resilience and self-reliance among the refugee population in Azraq camp. The incentive-based work is centered on a volunteering scheme which was introduced in 2014 following the agreement of the Government of Jordan (GoJ) through the Syrian Refugees Affairs Directorate (SRAD) and in coordination with UNHCR. The IBV scheme allows agencies and contractors operating in Azraq camp to hire Syrian refugees who have applied for work under this scheme.

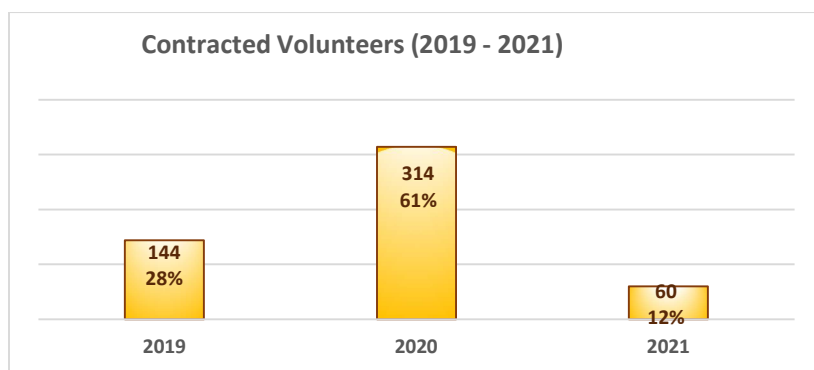
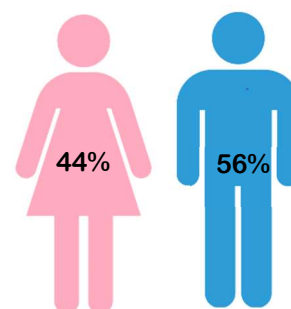
In order to avoid competition between agencies and ensure fair compensation, all agencies adhere to the below incentive rates at Azraq camp, and rotational periods according to the classification of the skill. Rotations are used to maximize the number of refugees engaging in the IBVS system.

Skill level classification	Maximum rotation period	Examples of classified IBV activity
<b>Semi-skilled</b> Manual, repetitive tasks, does not require specialized skills, technical know-how or heavy physical involvement	2 months	Committee volunteers, outreach, cleaners, guards, day laborers, field assistants
<b>Skilled</b> Activity requires minimal training or minimum skills necessary to perform tasks	3 months, with 3 months possible extension (maximum 6 month)	Tailors, hairdressers, trainers, data entry, hygiene promoters, hotline operators, supervisors of semi-skilled IBV

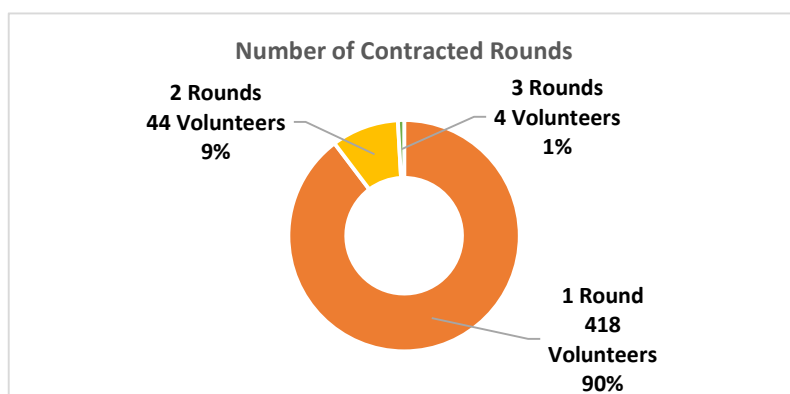
<sup>2</sup> Azraq Refugee Camp Standard Operating Procedures (SOP) for Incentive-based Volunteering Scheme, February 2020

<b>Highly Skilled</b> Position requires managerial responsibility or academic qualifications, or specific skills with a high level of training/experience	1 year. An exception for highly skilled positions can be considered in case of limited available qualified workforce	Medical personnel, storekeepers, office assistants, welders, carpenters, plumbers, painters, supervisor of skilled IBVs, Makani center facilitators
<b>Technical</b> Activity requires managerial responsibility or academic qualifications, or highly specialized technical knowledge	No maximum, but yearly rotation highly encouraged	Teachers, machinery operators, engineers, site inspectors and surveyors, draftsmen (AutoCAD designers, etc.), supervisor of highly skilled IBVs
<b>Technical Specialist</b>	No maximum, but yearly rotation highly encouraged	Electrician working in the solar plant project

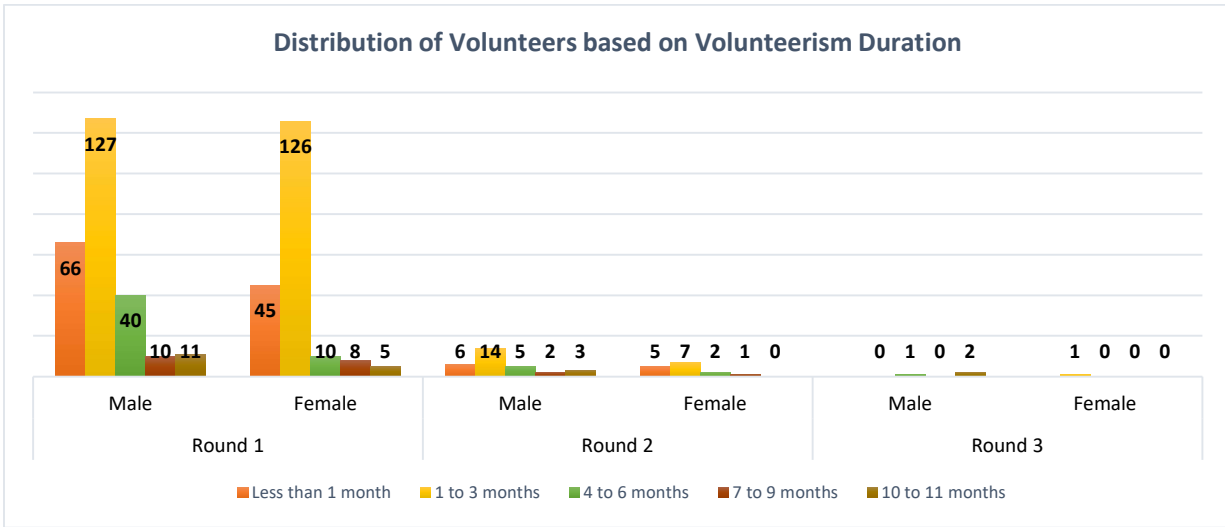
(466) volunteers were contracted to volunteer at Azraq Camp during the years 2019 to 2021, 44% females, 56% males. Similar to Al-Hashmi Urban Community Center, the highest percentage of contracted IBVs was in year 2020 with an average percentage of (61%), as the chart below:



Furthermore, (90%) of volunteers were contracted for only 1 round (1 to 3 months), and (9%) were contracted to volunteer for 2 rounds (4 to 6 months), and only (1%) were contracted for 3 rounds (more than 6 months), as per the illustrative diagram below:



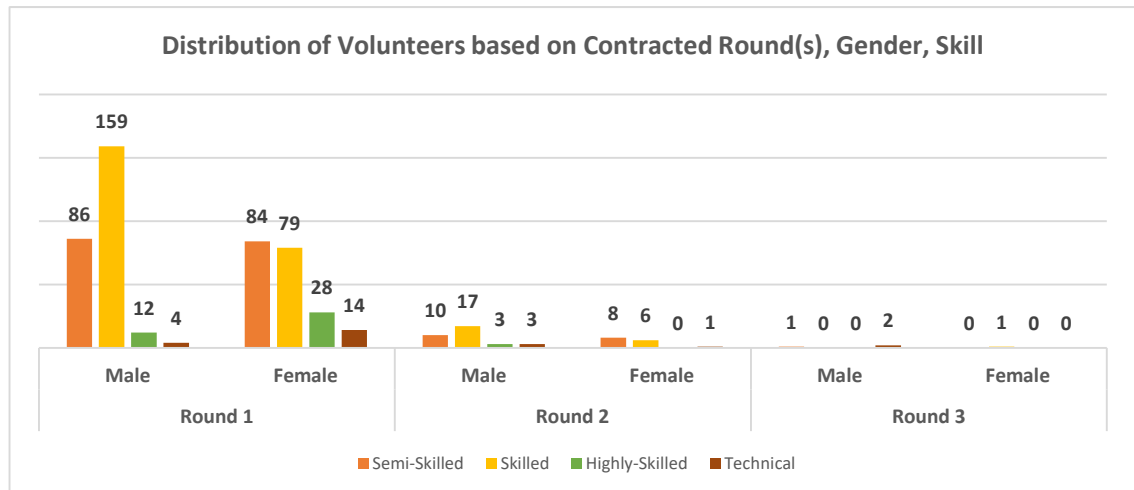
Moreover, and for further breakdown based on contracted months and gender of the IBVs, the diagram below confirms that the highest rate of IBVs from both genders were contracted for 1 round (1 to 3 months):



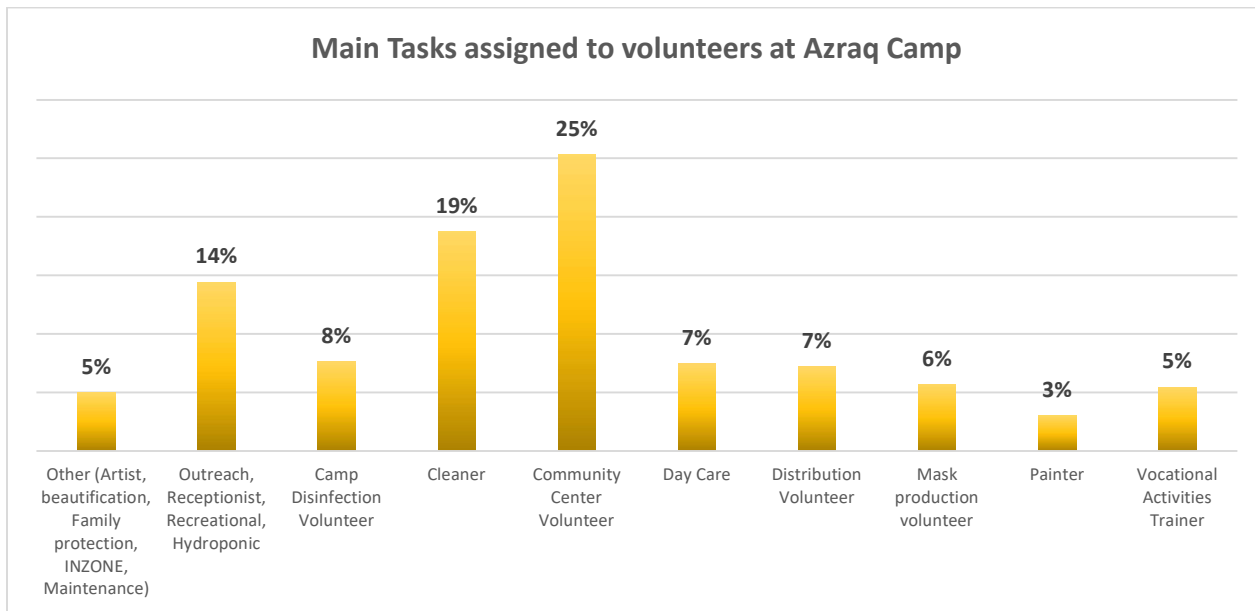
As for the classification of the contracted volunteers, the majority were skilled IBVs with an average percentage of (51%), followed by semi-skilled IBVs with an average percentage of (36%). The technical IBVs has the lowest percentage, (2%), as per the illustrative chart below:



As for the breakdown on the IBVs classification based on the gender, the diagram below demonstrates the classification based on the gender:



With regard to the most important jobs that were filled by volunteers during their period of work in the camp, it is noticeable that the community center volunteers were the highest rate with (25%), followed by cleaning duties (19%). The diagram below is an illustration breakdown for the main duties that were undertaken by the volunteers at the camp (2019 – 2021):



**CARE Jordan Head Office Administration Database for volunteers (Amman, Irbid, Zarqa, and Mafrq working stations) (2016 – 2021):**

The main findings from analyzing the compiled lists of volunteers who worked at CARE's urban centers, as obtained from the administration department at CARE Jordan main office were as follow:

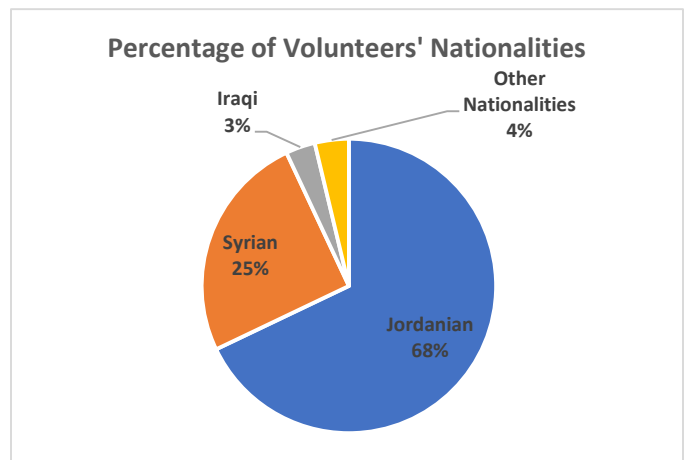
who worked at Al-Hashmi Urban community center during the past (5) years (2017 to 2021), were as follow:

1. Year 2017 had the highest percentage in recruiting volunteers, with an average percentage of (50%), then year 2018 with an average percentage of (27%), as per the summary diagram below:
2. (91%) of volunteers were contracted for a period of 3 months (1 cycle), and (4%) were contracted for 2 months and (2%) of contracted volunteers remained for less than 1 month:

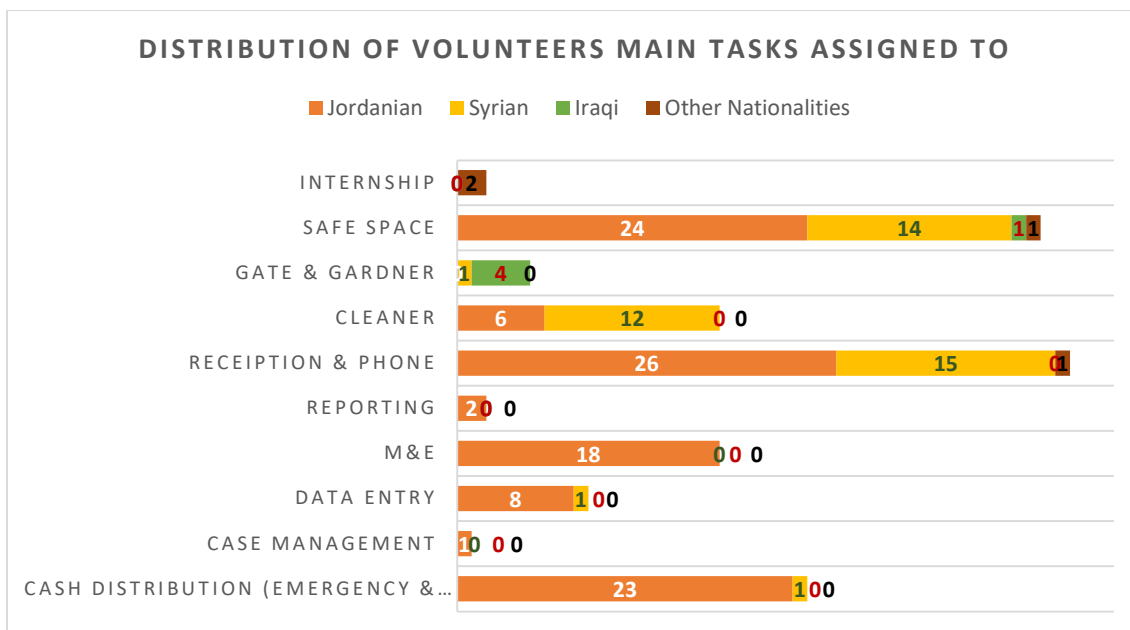




3. (68%) of contracted volunteers were Jordanian nationalities, and (28%) were Refugees (Syrian and Iraqi), in addition to other (4%) who were from other nationalities (American, Deutch, Italian, Netherland), as illustrated in the diagram below:



4. From the diagram below, (28%) of Jordanian volunteers were assigned to M&E and protection tasks like data entry, M&E, cash assistance, and reporting, compared to (1%) of Refugees (Syrian and Iraqi) who performed such tasks. On the other hand, (9%) of Refugees were assigned office assistant tasks like cleaning, gate, and gardening, compared to (3%) of Jordanians. For more details, the diagram below demonstrates a full breakdown of assigned tasks per nationality:





**Third: Desk review for the draft Volunteering Impact Assessment, developed by CARE Jordan Programs Quality Department, September 2019**

The draft impact assessment was conducted by CARE Jordan in September 2019, and included (351) respondents, which is considered a positive representation for volunteers who worked with CARE Jordan different working stations, which was comprised from refugees (61%) and Jordanians (39%).

The main objectives of the draft impact Assessment were:

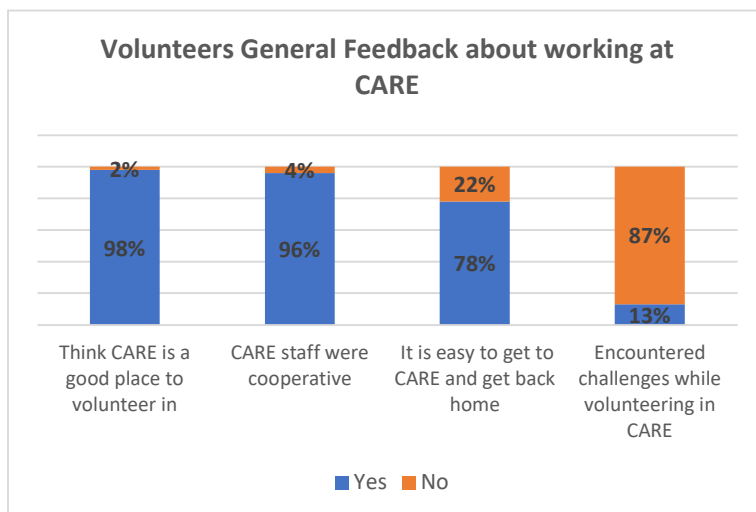
1. Continuous enhance and aid in the improvement of the quality of the volunteering program at CARE through the outcomes of the impact assessment, which would enable us to initiate any change if necessary.
2. Provide feedback to volunteers on how much their efforts are valued, while at the same time providing evidence to senior management to generate more funding for volunteering (in case of positive outcomes).
3. Gain feedback from beneficiaries in order to improve the services offered by CARE, and most importantly enhance accountability to stakeholders, including the wider community and funders.
4. Promote the impact and benefits of volunteering, especially on a personal level, which in turn would enable us to attract and recruit more volunteers.
5. Highlighting the most preferred ways for applicants to submit their volunteer applications

The main findings of the draft impact assessment are divided into (2) main categories:

1. Volunteers feedback about volunteering at CARE Jordan
2. CARE Jordan concerned staff about volunteer's performance and accountability with assigned tasks and responsibilities

**Part (1): Volunteers feedback about volunteering at CARE Jordan**

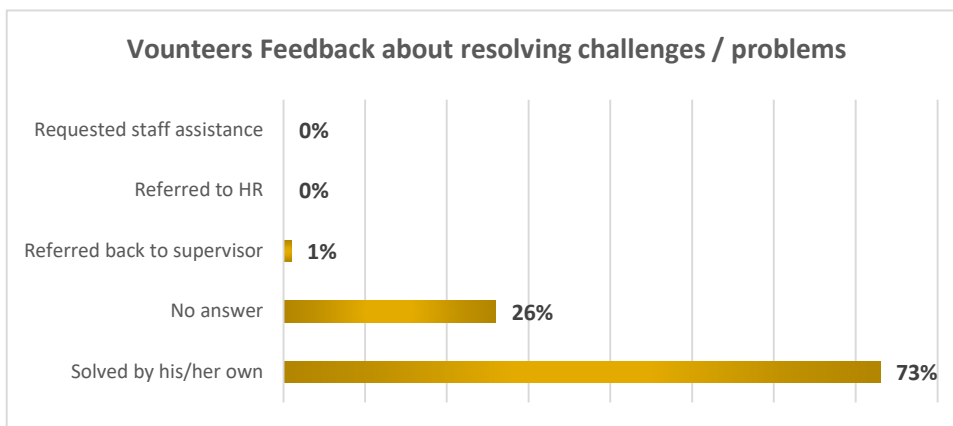
**1. Volunteers Feedback about volunteering at CARE:**



Volunteers were requested to provide their feedback about volunteering at CARE Jordan, who cooperative CARE staff were with them, their opinion about CARE as recommendation for other volunteers to work with, and if they had encountered any challenges while working. The diagram demonstrates their responses:

On the other hand, during the impact assessment study, volunteers were questioned about the methods of resolving challenges and/or problems that

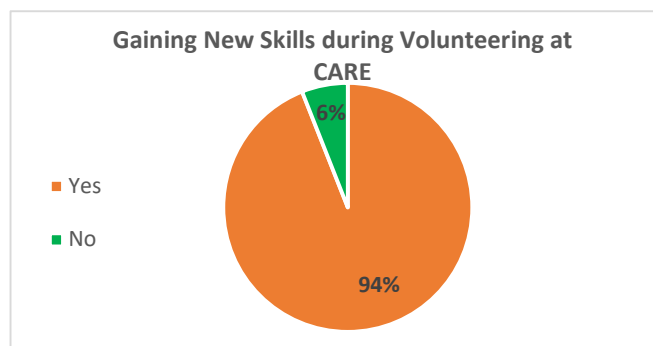
encountered them during volunteerism with CARE, and their responses were as follows:



From the above diagram, it is essential to activate the role of the HR department at CARE Jordan various working stations, to be as a reference entity for volunteers to assist once problems and/or challenges were encountered. On the other hand, (73%) of the respondents confirmed that they have resolved their problems and/or challenges by their own is an alert for CARE Jordan to enhance and improve their current volunteering program to have more staff engaged and involved with the orientation and support for the volunteers, and clarifying the reporting managerial lines with clear duties and responsibilities, to ensure and guarantee optimal results from volunteers' recruitment.

## 2. Volunteers feedback about gaining new skills:

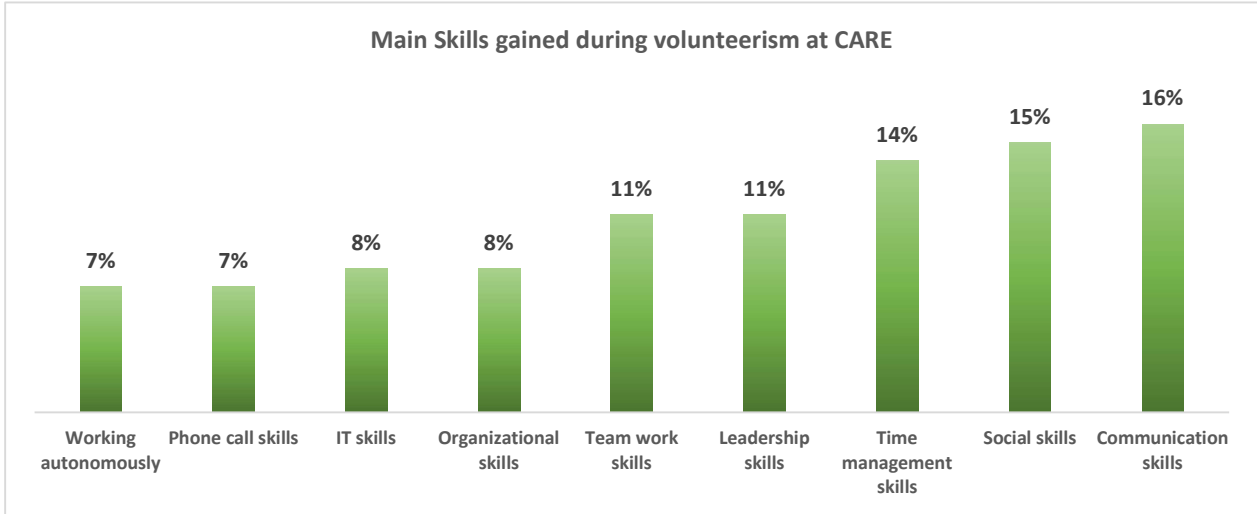
The vast majority of the respondents (94%) gained new skills from working with CARE, which mainly consist of communication, social and time management skills. From looking at the second table it is noteworthy that phone call and IT skills such as the managing and configuring of tablets for later use in data collection need to be focused much more on.







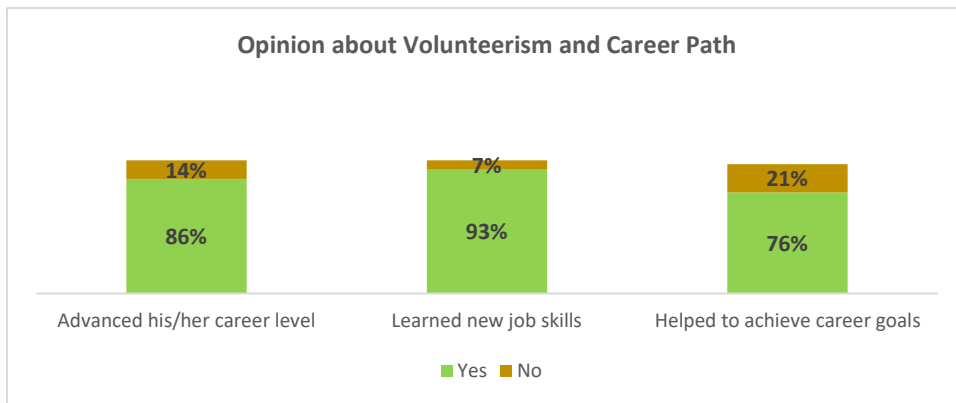
As for the main skills that were gained throughout their volunteering program, the diagram below is a breakdown for the main skills of the (94%) respondents:



In terms of being able to apply for jobs especially in the humanitarian sector, even for internal opportunities inside CARE, volunteers reported that they faced obstacles in regard to their C.V writing abilities due to a lack in English writing skills. As a result, it was suggested by volunteers to charge some employees with the task of helping them in developing their C.Vs. Additionally, it was noted by volunteers that work experience certificates must include their job responsibilities instead of it being a general certificate.

**3. Volunteers feedback about volunteering program and linking it with their career path:**

Based on the VIA draft report results, and in terms of impact on volunteers' career the majority reported that volunteering has helped them advance their career and acquire important job skills. However, when asked whether they had received helpful job-related assistance from their senior staff (36%) disapproved, this indicates that this matter needs additional input and concern in order to make the atmosphere more friendly for the volunteers.

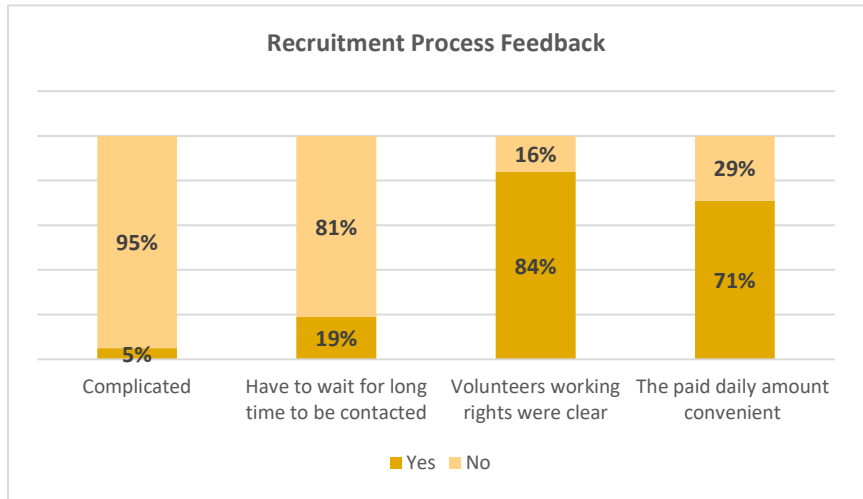




It was reported by volunteers that they were able to define their career path because of their voluntary work, which they were not capable of doing before volunteering at CARE. One volunteer stated that it would be beneficial if volunteers tried exchanging departments, as a way of exploring their capabilities and potentials.

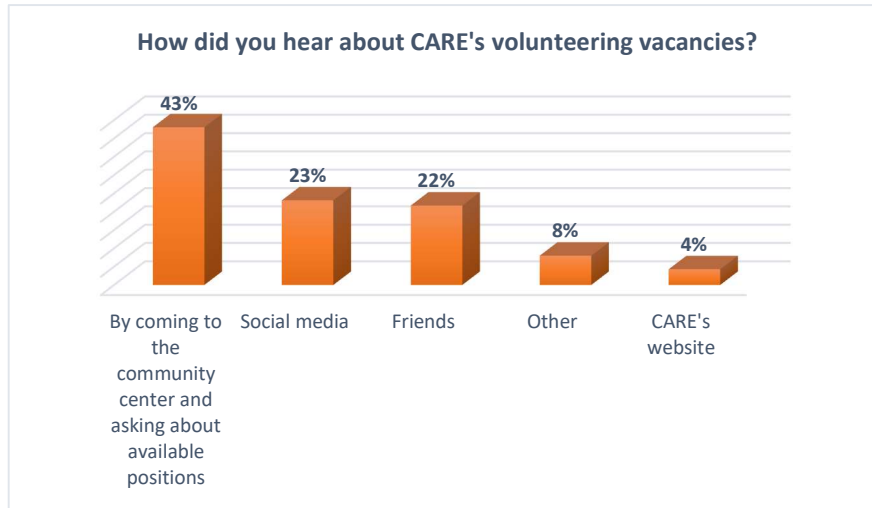
**4. Volunteers feedback about CARE's recruitment process:**

The findings of the VIA draft report in regards to the recruitment process indicated that the recruitment process at CARE was not complicated. This is an evident by the majority of respondents (81%) who stated that they did not have to wait for so long to be recruited, and that the contract they signed was fair according to (84%) of respondents. Additionally, respondents who reported that the contract was fair regarding their rights as volunteers, stated that this was evident because it was a paid contract, but some noted that there is one aspect about the contract that they did not find fair or suitable, which was that the contract was restricted to a short period of time. Finally, as for those respondents (16%) who reported that the contract was not fair, they explained that the workload was greater than what is paid in addition to the shortness of the volunteering period.

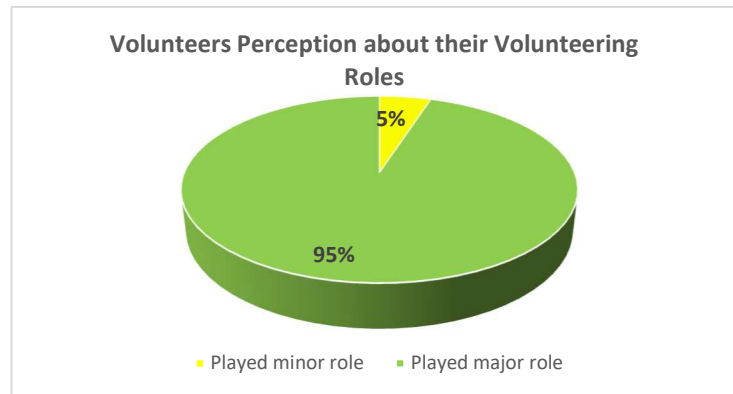


**5. Knowing about volunteering opportunities:**

(43%) of volunteers responded that the volunteering opportunity was gained from coming to CARE community center and applying for available opportunities, and (45%) reported that they knew about the volunteering opportunity from CARE different social media platforms and friends, while CARE's website accounts for the least common way of hearing about CARE's vacancies, as per the diagram below:



The study also confirmed that volunteers prefer applying for volunteering opportunities through filling application form over applying by email as indicated by findings. Finally, the majority of volunteers stated that the job ad was a good match with the skills that they possess.



It was reported in the VIA report, that volunteers were able to have a positive impact on the community which was apparent through the feedback that the volunteers received from beneficiaries through conducting focus group discussions and phone call interviews. It is noteworthy that the volunteers were able to form multiple connections with the surrounding community, and were able to get a better understanding of the host community's culture, which accounts for a good experience to refugee volunteers. This positive image continues to be supported through the volunteers' statements, reporting that they had definitely gained new skills including, computer skills, and communication skills evident through dealing properly with beneficiaries coming from several backgrounds, in addition to a wide variety of other organizational skills.

Additionally, volunteers informed that they were surrounded by a friendly work environment evident by the equal treatment between employees and the volunteers. Additionally, when asked whether they were given any sort of orientation before they began their duties as volunteers, answers were positive informing us that they were oriented about the general atmosphere at CARE, the nature of their duties, in addition to a volunteer who said that they discovered the way things work on their own

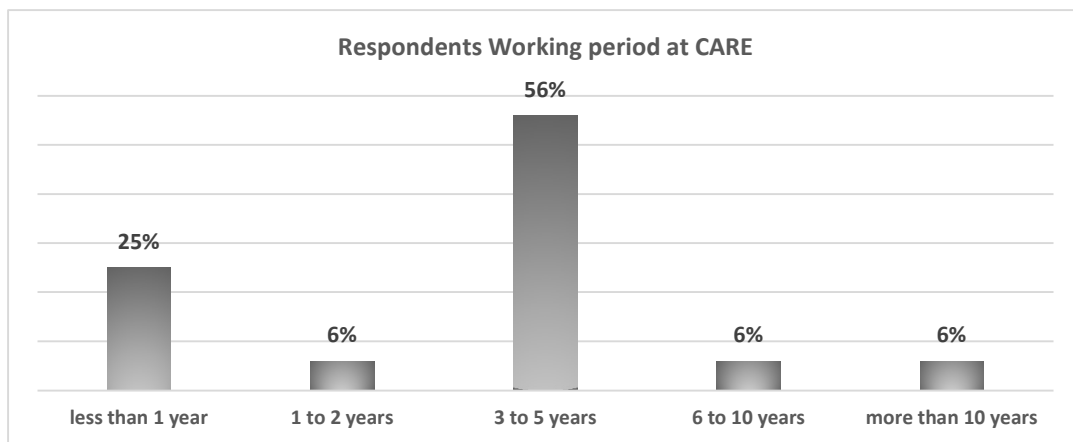
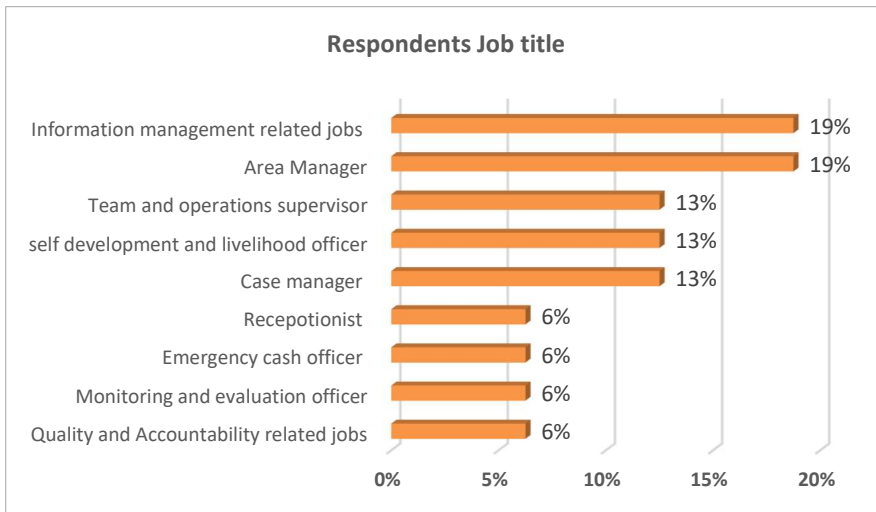
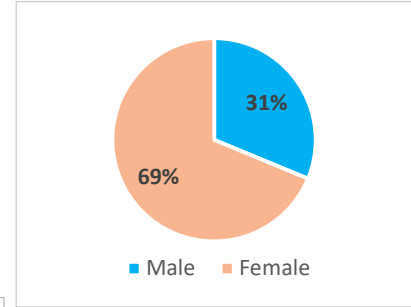
**Part (2): CARE Jordan concerned staff feedback about volunteer's performance and accountability with assigned tasks and responsibilities**



CARE Jordan PQ Department designed a questionnaire specific to CARE's staff to collect their feedback about the effectiveness of the volunteers work and to understand more about their experience in working with volunteers. The main key findings of were as follows

**1. Personal Information:**

Most of the staff who participated in the feedback survey were Area managers, Case managers and in Information Management related roles. The vast majority of them (63%) fell in the age group 27-30 years while only one employee was listed in the age group 23-26. Most of the staff were female respondents. When asked for how long have they been working with CARE, the vast majority of them (56%) have worked with CARE for 3-5 years.

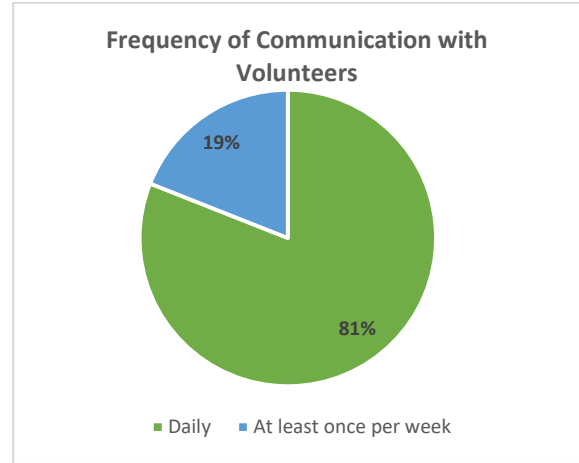
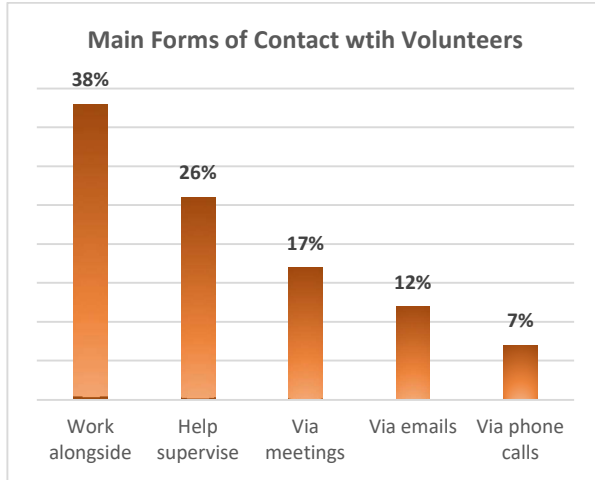


**2. Engagement with Volunteers:**

Staff's main form of contact with volunteers varied between working alongside with them (38%) to helping in supervising them (26%), with the phone being the least method of direct contact with the volunteers.

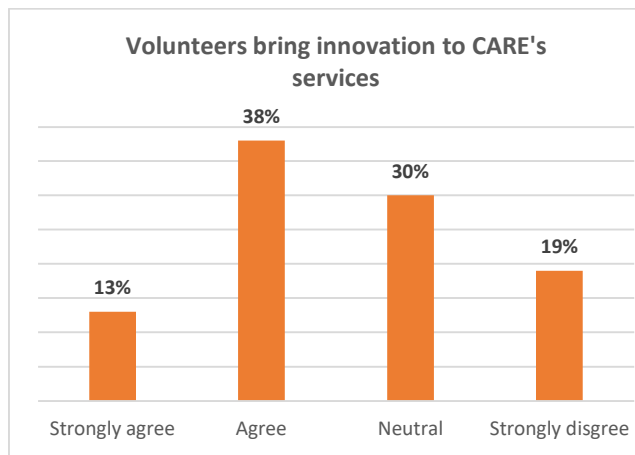
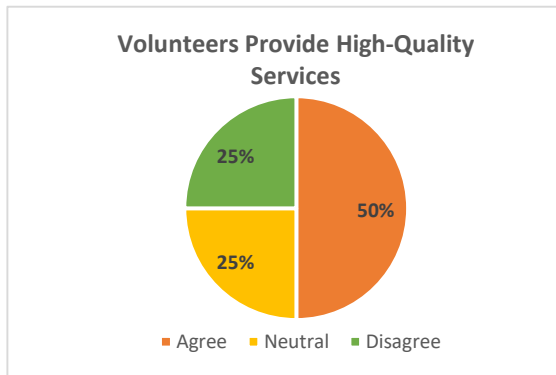


Staff's engagement with volunteers was almost fully on a daily basis (81%) and a small fraction who engaged with volunteers at least once per week.

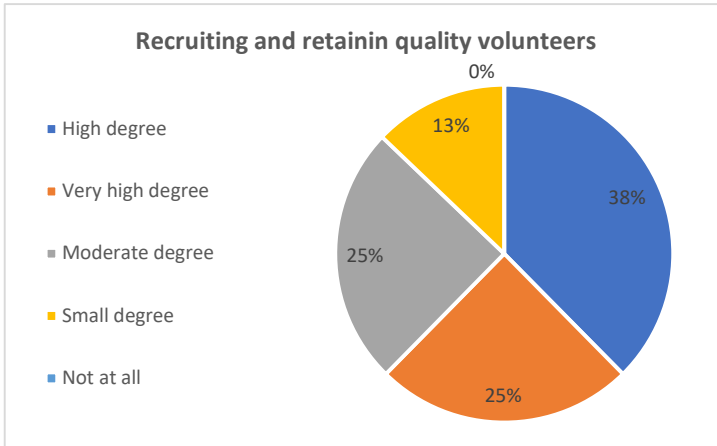


3. Feedback about volunteer's technical performance:

(50%) of staff agreed that volunteers do provide high quality service, while the rest were equally divided between those who are neutral and those who strongly disagreed. When asked to give their opinion about whether volunteers can bring innovation to our services percentages varied between (38%) who agreed to only (13%) of them who strongly agreed.



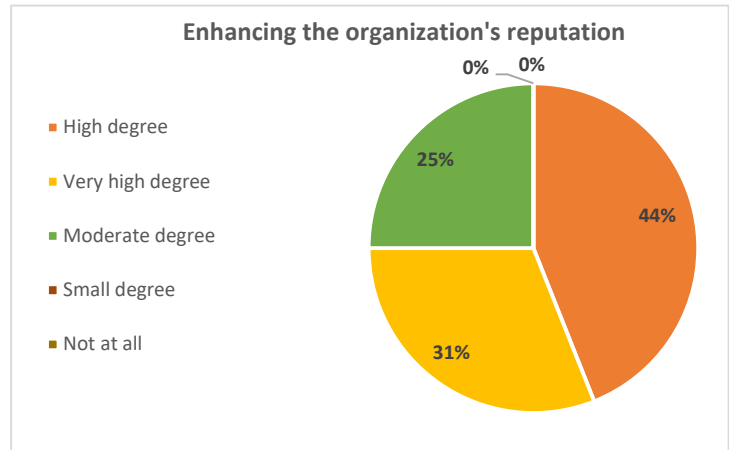
4. Recruiting and retaining quality volunteers



(38%) of respondents of CARE staff believe that volunteers contribute to recruiting and retaining quality volunteers at high degree, while only (13%) believe the opposite. In addition to half of the respondents who were divided between those who agree with the statement at a very high and a moderate level.

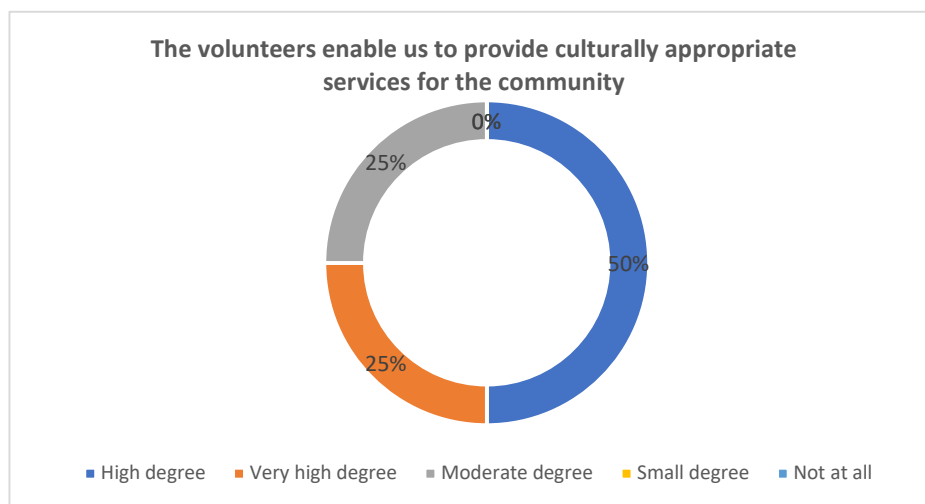
**5. CARE's Reputation:**

The majority of the staff (75%) whom we asked believe that volunteers contributed to enhancing CARE's reputation at a high and a very high degree, and a (25%) who think they contribute to enhancing CARE's reputation at a moderate level:



**6. Provide culturally appropriate services for the community**

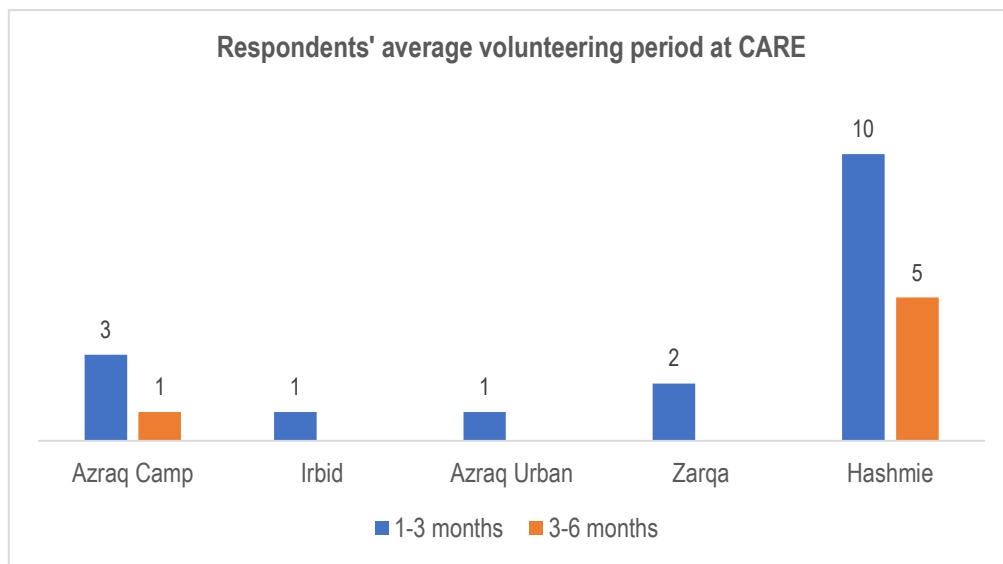
Half of the respondents believed that volunteers help create a diverse organizational culture at CARE at a high degree, while the remaining half were distributed between those who believe the same at a very high and a moderate degree



**Fourth: Volunteers feedback questionnaire shared with CARE volunteers (shared on March 20, 2022)**

The questionnaire that was shared with the volunteers in March 2022 had the objective to complement on the draft impact assessment study that was conducted by CARE Jordan in September 2019, through exploring the improvement areas and strengths keys of CARE's current volunteering program.

Most of the respondents (74%) volunteered at CARE for a period that ranged from 1 to 3 months, and the remaining (26%) volunteered from a period that ranged from 3 to 6 months, as per the below diagram:



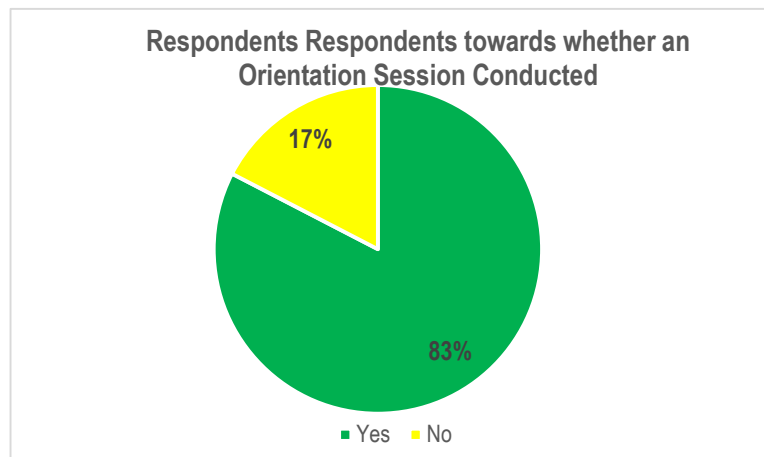
**1. Orientation and Onboarding session:**

83% of the respondents confirmed that an orientation session was conducted on their 1<sup>st</sup> volunteering day, as per the following diagram:

As for the main topics / subjects the volunteers were oriented through varied as per the following:

**a) Administrative issues:**

- Work ethics
- Communication skills
- Safety and Security
- Receiving complaints and suggestions
- How to answer inquiries



- How to deal with situations and solve problems

**b) Data Collection and M&E issues:**

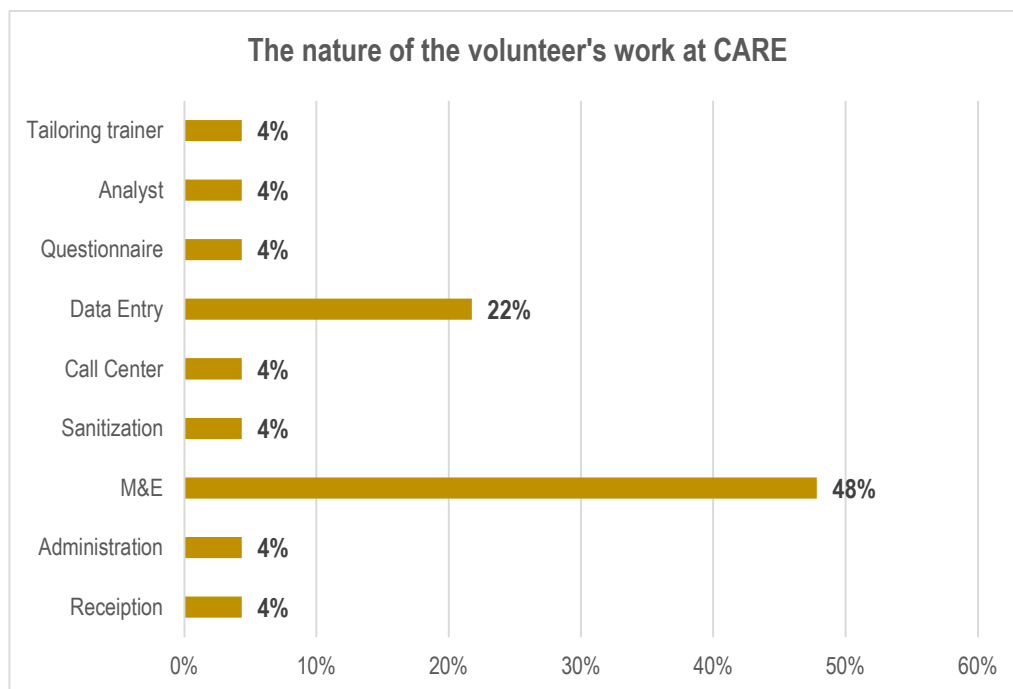
- Data entry
- Data analysis
- Conducting / filling-out questionnaires
- Reports writing
- Pre and post assessment
- How to deal with the Kobo program
- Statistics and verification

**c) Technical issues:**

- Data collection related to out-of-school children
- Receiving and communicating with Syrian refugees for cash assistance matters

**2. Nature of Volunteers' work at CARE:**

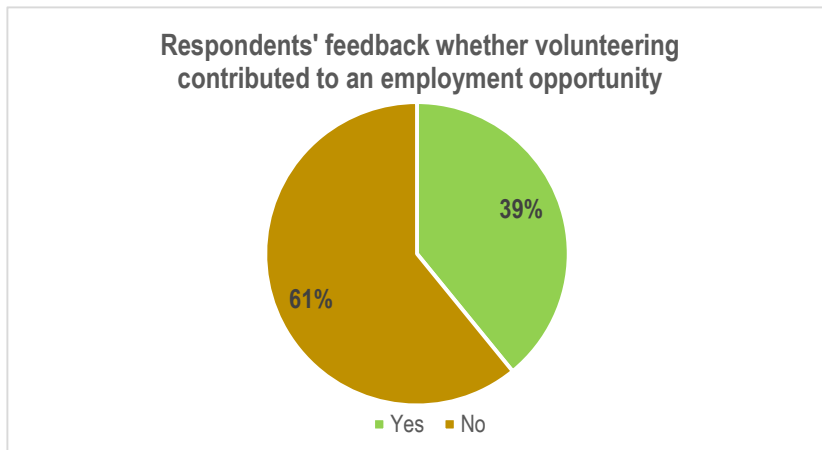
As per the volunteers responses, (70%) of the volunteers worked under the supervision of CARE M&E / Quality department (M&E and Data Entry), followed by (12%) of respondents worked at administrative issues (reception, administration, sanitization), as per the diagram below:





### 3. Contribution to Employment Opportunity:

Through the questionnaire, volunteers were asked if their volunteering opportunity at CARE contributed to an employment opportunity, where (39%) only responded confirmed that the volunteering at CARE contributed to finding an employment opportunity, where on the contrary, (61%) responded that volunteering at CARE did not assist in finding employment opportunity.



### 4. Strength aspects for volunteering at CARE:

Respondents were asked about the main strength areas and aspects from their perspective for volunteering at CARE, and the responses were as follow:

- Learn and gain new experiences and skills
- Flexibility
- Giving everyone a chance
- Constant knowledge gaining and learning
- Gain experience in the field of NGOs
- Have patience and perseverance to get things done
- Work under pressure
- Increased social communication skills
- Increased self-confidence
- The ability to adapt / organize and plan well
- The ability to deliberate and solve problems
- Influence others
- Interactive skills
- Humanity

### 5. Suggestions for improving the Volunteering program:

On the other hand, respondents were asked to provide their suggestions for ways of improving the current volunteering program, and the responses were as follow:

- Utilizing the volunteering period by getting to know more than one department and not monopolizing one department only
- Make the volunteer period more than 3 months so that volunteers can get more experience
- Priorities in employment opportunities at CARE to be giving for the volunteers who worked at CARE and had proven their competences, qualifications, and skills
- Have clear duties, training, supervision, and direction



- Extensively conducting field and electronic courses and workshops on the programs they are working on
- Conducting training, activities or courses related to the program to increase knowledge and awareness about the program in all its dimensions
- Networking and establishing relationships with other parties
- Training of the new staff by the line manager

## STUDY CHALLENGES

Throughout the current study, the following challenges were encountered, which in turn delayed the evaluation study of CARE Jordan current volunteering program.

The research and request for information was initiated end-May 2021, with a correspondence requesting information about recruited volunteers in CARE Jordan different work stations, and the endeavor for collecting the data in this report was based on several and multiple follow-ups with administrative focal persons until the current furnished data was analyzed and results were interlinked for the purpose of reasonable recommendations for institutionalizing the volunteering program.

Main challenges encountered were:

### 1. Unavailability of centralized database for volunteers' full information and details:

- No availability of a comprehensive and concrete database with unified lists of volunteers' information as a reference
- Several communications and official correspondences with administration assistance to provide lists of contracted volunteers during the past 3 months, but with no response except from Azraq camp and Al-Hashmi community center, which the analysis in the key findings section was built on
- Not covering the other areas (Main Office, Mafraq, Azraq, Zarqa, Irbid) due to no responses despite the several communication and follow-up
- Transformation of archived paper information of volunteers into electronic database for easier retrieval of information and needed data, upon need, with ensuring having one vendor ID to the same volunteer, rather than having two vendor ID

### 2. Unavailability of volunteers' performance feedback:

- No feedback for volunteer's performance evaluation form to evaluate and provide concrete and effective feedback to volunteers about their work (Exit questionnaire / survey about performance during volunteering period)

## CONCLUSION

This study was based on analyzing the importance of institutionalizing the volunteering program in a professional manner through scaling-up the current volunteering program. The study revealed that the effects of volunteering leave little doubt that there are individual benefits to be derived from doing volunteer work that reach far beyond the volunteer act itself and may linger long after the volunteer role is relinquished, on both the personal level and organizational levels. Much work remains to be done beyond the main working sectors and jobs that were covered and assigned by volunteers, and there are undoubtedly other categories of benefits that could be identified. In conclusion, it is worthwhile to stand back and reconsider the very notion of the benefits of volunteering to the volunteer and the organization.



First, there can be little doubt that these benefits are usually unintended consequences of behavior that is motivated not by extrinsic but intrinsic rewards. Indeed, there are justifiable fears that attaching rewards to altruism will undermine motivation and distort values. It is not likely, then, that this information on benefits can be used productively as a recruitment tool or means of mobilizing volunteer effort.

Second, in some part, the interest in the benefits of volunteering is triggered by a desire to encourage more volunteering. If volunteering can be shown to be good, perhaps more people will do it. Too much attention to benefits, however, can distract attention from possible costs.

Part of the current study, volunteers stated that one of the reasons that urges them to wake up every day with motivation to do their work was that they are going to be effective and productive, using their energy to serve their community and country. Another thing that keeps volunteers going and encourages them is gratitude from the beneficiaries' side. Adding to that, volunteers confirmed that their goal from volunteering was to be productive and to have a positive impact on the surrounding community, in addition to improving their technical skills and experience, as well as spending their spare time in doing something effective.

Therefore, to guarantee receiving and getting the needed support through volunteers and being exposed and connected with different cultures and making a difference and added value to the current volunteering program, it is vital to customize an effective volunteering program, through the delivery of a proper onboarding, orientation and work preparedness training program to new volunteers.

Additionally, and to overcome the lack of unavailability of a centralized and unified source of volunteers' information and database for those who volunteered with CARE Jordan various working stations, it is important to develop a unified database for all recruited volunteers' information (archived and newly to board volunteers).

## RECOMMENDATIONS

Volunteering is an activity where one gives their time without expectation of direct financial benefit, realizes benefits for the recipients of the organization's services, the organization itself, and the volunteers themselves. Organizations recruit volunteers to extend, strengthen, or cover critical roles in fulfilling their missions. Volunteers connect organizations to their communities and enable them to offer services that might otherwise not exist.

Organizations can benefit most from volunteers when they follow some guidelines with regards to recruiting and retaining them. The first involves preparation and planning how volunteers are to be managed and supported. Every volunteer needs some form of training and those who will be volunteering on a long-term basis will require a greater such investment. The staff also needs to be trained in how to manage volunteers and building effective volunteer leadership. Volunteers are not only beneficial to organizations as some of them rely on volunteers for the delivery of services or for their daily operations. Some volunteers can be incidental to the operation of some organizations while others would not be able to function without them.



Therefore, and based on the above, the current study recommends CARE Jordan to work on institutionalizing its current volunteering program, through scaling it to help volunteers fulfil their volunteering roles successfully, confidently, and independently. This can be performed through:

1. The review and development of the volunteering program (training, onboarding and orientation).
2. Development of a unified database for all recruited volunteers' information (archived and newly to board volunteers)

As for piloting the proposed volunteering program to be customized and developed, this will be performed as part of the implementation of the activity number 2.1 under the project titled "Promoting resilience of refugees and vulnerable host communities in Jordan (AT654)" activity titled "Consolidate employability by scaling-up CARE's professional volunteering program for 250 women and men". Throughout this activity, a total of 250 volunteers will be targeted (50% Jordanians and 50% Refugees, with 50% females target).

The piloting of the volunteering program is scheduled to be executed among (3) training cohorts / batches, each cohort consist of 2 training groups with an approximate number of attendees in each group ranges from (15 – 20) participants. Each participant will undergo 25 training hours, 5 hours a day. The learnings and feedback from this pilot, will be streamlined to enhance and improve the current volunteering program at CARE Jordan.

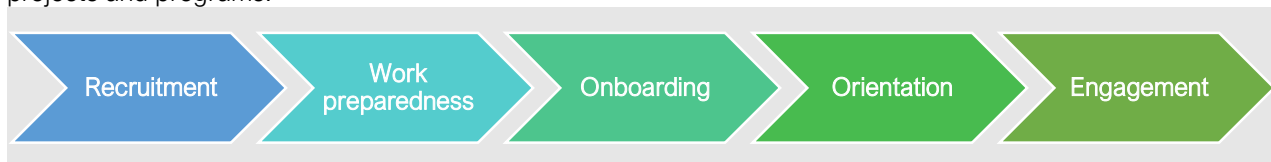
### First: Review and Development of Volunteering Program

Fundamentally, volunteer training program should provide volunteers with the knowledge and resources to complete tasks effectively and accountably. Proposed topics to be considered (but not limited to) are:

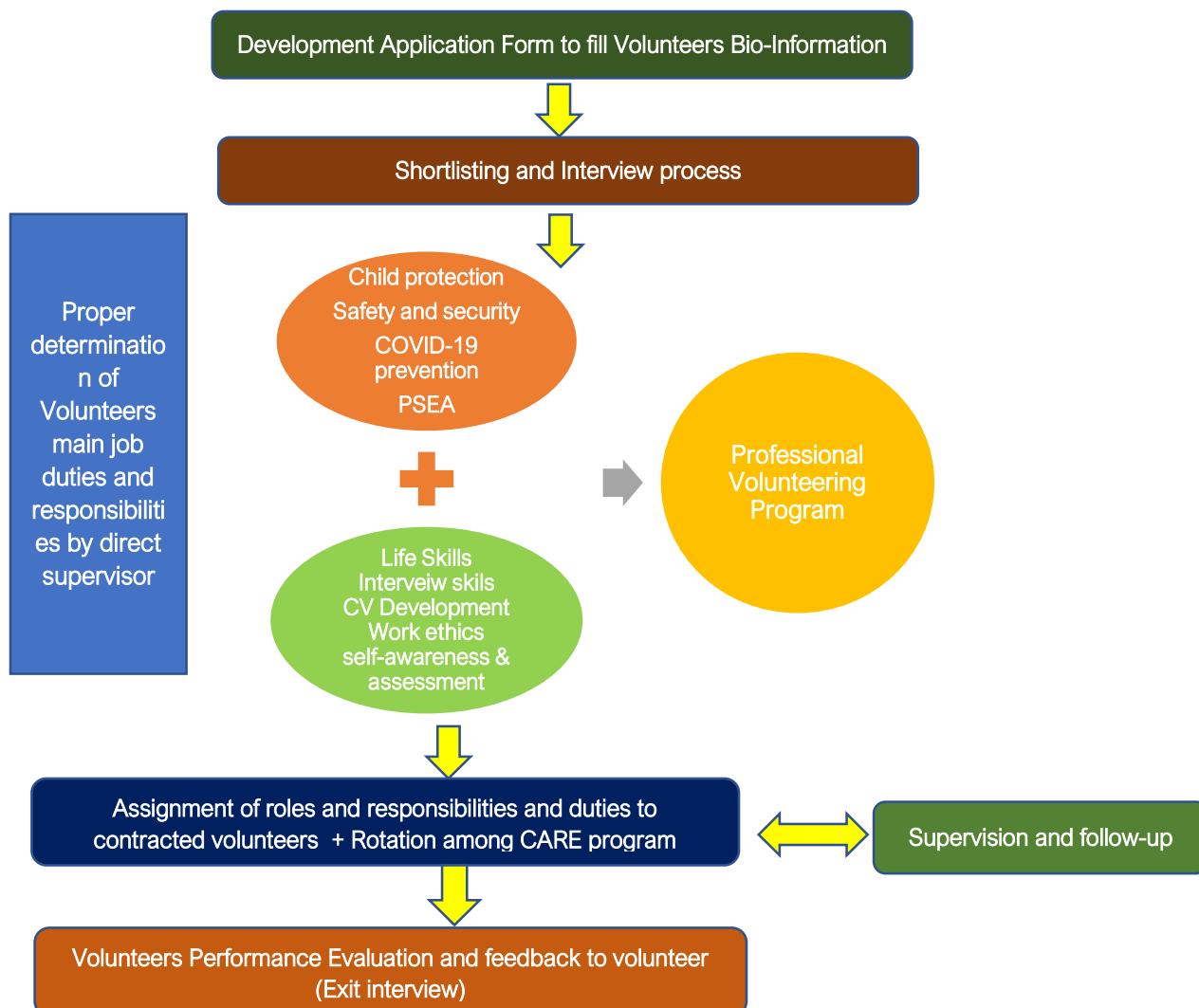
- Background of the cause or community need
- How to communicate the organization's mission
- Outline role expectations, responsibilities, and tasks
- Goals for the activity and evaluation methods
- Establish volunteer objectives
- Acquaint volunteers with tools and procedures they'll encounter on the job

- Assess any knowledge and skills gaps, then work to fill these gaps
- Rules of volunteering with your organization
- How to submit volunteer time
- Safety measures
- Overview of equipment and how to use it

The diagram below is an illustration of the business workflow for admitting and enrolling a volunteer under running projects and programs:



The level of training the volunteers to receive will depend on the complexity of the task that will be assigned to him/her. The proposed volunteering training program will be more extensive for skilled volunteer roles. Therefore, and based on the key findings and analysis, it is essential to develop a well customized volunteering program, composed of proper onboarding, orientation and training processes, as per the diagram below:



The proposed process will be initiated by receiving lists of volunteers' applications (based on call for applications announced / published by CARE Jordan), screening and filtering for selection of volunteers (project beneficiaries) to participate in the professional volunteering training program, as part of equipping and increasing their employment skills.



The activities will be executed in both urban areas (Amman and Irbid) and Azraq camp. The work preparedness and employability proposed program will be a combination of a number of capacity building and empowerment topics for volunteers, as per the diagram below:



It is recommended that the proposed volunteering program to focus on the following:

- Workshops on various soft skills topics that employers highly value when considering job applicants, newly-hired, and long-term employees.
- Orient hired volunteers about all CARE Jordan programs, so they will be aware on all CARE programs, not only the department they are working with.

- It is crucial to have a comprehensive package at the orientation phase by HR to touch all important and sensitive aspects, ethics, PSEA+ CP, CoC, Exploitation/Discrimination, Reporting procedures/lines/FPs , Communication, Community service.
- Advisement, guidance, and direction to participants interested in accessing additional resources on this topic (e.g., internet, library, materials, etc.)
- Mock interviewing for students to help them strengthen their interviewing skills.
- Resume preparation assistance.
- Advise students/job seekers about the vital role that developing a portfolio plays in effectively illustrating their employability through proper presentation of their qualifications, training, and experience.
- Provide information on available work preparedness resources that support participants success.
- Ensure the engagement of the volunteer with different program staff; so, they do not feel alone/separated from other colleagues.

These skills which the beneficiaries will be trained and equipped with, will assist volunteers in learning how to interact with supervisors and co-workers. They help reinforce the importance of timeliness and build an understanding of how we are perceived by others. Employers value employees who can communicate effectively and act professionally.

Following the theoretical training, participants will be engaged in coaching and practical experience training at CARE's urban community centres and at Azraq Camp. The diagram above is a summary of the skills which the volunteers will be coached and mentored.

The consolidated employability program will, at the end, enhance the opportunities of Jordanians and non-Jordanians as per the following:

Jordanians	Syrian Refugees	Non-Syrian Refugees
<ul style="list-style-type: none"> <li>•Accessibility to labour market</li> </ul>	<ul style="list-style-type: none"> <li>•Obtainment of work permits to legally work in specific sectors</li> <li>•Enhance the option for better (more skilled) volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>•Perform volunteer work in exchange to compensation in development organizations</li> <li>•Enhance the option for better (more skilled) volunteer opportunities</li> </ul>

Finally, the volunteering program will contribute to developing the competencies and skills of the volunteers who participate in the volunteering program, which consequently at the end of the program, will increase the opportunities of recruiting volunteers with good performance within CARE Jordan working stations, in addition to recommending them to work in other local and/or international NGOs, in accordance to the working certificate provided at the end of the volunteering period

**Second: Development of a unified database for all recruited volunteers' information (archived and newly to board volunteers)**

Due to the challenges encountered to compile the results of the current study, to come up with clear and concrete recommendation regarding the nature of the volunteering program to be customized and developed, it is important also to create a systematic volunteer's database for recruitment, training, engaging, and



coordinating of volunteers' purposes. In other words, it concerns volunteer management and the job responsibilities they perform. Bringing a proper volunteer management strategy into the picture can obviously help an organization to speed up the operational progress, thereby achieving the desired objectives.

Volunteer databases will assist CARE Jordan to manage their volunteers in a variety of ways. For example, volunteer databases will help CARE to build volunteer profiles. These profiles can track volunteer history, contact information, interests and skills, and other important information. The database will enable CARE also to attach important documents to volunteer profiles, like background checks and waivers.

The availability of the volunteer's information can be found in hard copy, paper archive, at CARE Jordan Procurement Department. therefore, it is recommended to contract with a number of volunteers to carry out the assignment of transferring the volunteer's full information including, but not limited to the bullet points below, from paper information to softcopy version database:

1. National ID
2. Nationality
3. Full name of volunteer (first name, middle name, family name)
4. Date of birth - age
5. Gender
6. Disability(Y/N)
7. Working station (location, department)
8. Volunteering period (start and end dates)
9. Supervisor name (reporting to)
10. Main assigned responsibility (job title)
11. Program assigned to (funding)
12. Competencies

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## ANNEXES

1. **Annex 1:** CARE Jordan Volunteer\Intern Work SOP standard operating procedure and developed applications
2. **Annex 2:** Azraq Camp IBV SOPs February 2020
3. **Annex 3:** draft Volunteering Impact Assessment (VIA), developed by CARE Jordan Quality Assurance Department, September 2019
4. **Annex 4:** Received excel sheets with volunteers information
5. **Annex 5:** Excel Sheets with data analysis