



# State of the Art report on Volunteer Manager Training and Qualifications in Europe *Comparative Synthesis Report*

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## 1. Brief introduction

Comparative synthesis report includes a comparative analysis of the data and evidence gathered on volunteer manager training and qualifications in nine European countries Lithuania, Croatia, Slovenia, Belgium (includes separate reports for Flanders and Wallonia), the Netherlands, Ireland, UK (separate for England and Scotland), Italy, Portugal and Spain. The main aim was to identify and analyse the existing practices within and outside of the partnership since a complete understanding of the full picture in this respect is missing from the partnership's collective knowledge. The methodology for research was based on desk research and in some countries also interviews with experts involved in engaging and/ or training volunteer managers. This will ensure that all the additional outputs from this project are based on actual need and are complementary to existing practices and resources, ensuring the overall added value of the project for the target audiences.

**Table 1: Partner countries and countries covered in mapping**

Partner countries	Countries/entities additionally covered in mapping
Croatia	Belgium-Flanders
Lithuania	Belgium-Wallonia
Portugal	England
Slovenia	Ireland
The Netherlands	Italy
	Scotland
	Spain

## 2. Overview of the normative frameworks (national, subnational, transnational) on volunteer manager training and qualifications

All the examined countries have developed legal frameworks on volunteering, however, in the majority of countries there is no specific regulation for volunteer manager training and qualification. Only in the UK, the Level 4 Certificate is for those learners whose primary responsibility includes setting up, managing and developing programmes for volunteers and aims to develop a greater understanding of the management role. This includes promoting volunteering, recruiting, supporting and organising day to day activities for volunteers.

However, in almost all countries the importance of the role of volunteer managers and their training and qualifications are mentioned (only in Portugal, there is no reference to the specific role of volunteer manager/coordinator, delegating this function to the coordinating organisation in general). In Spain, legislation on volunteering mentions the recognition of competencies acquired while volunteering, which can include the managerial skills obtained by taking this role. In other countries other terms are used such as *volunteer mentors* (Slovenia), *volunteer coordinators* (Croatia) and the description of their role and importance in managing volunteers is acknowledged. In Croatia there were some attempts regarding the qualification of volunteer coordinators. In 2010, at the initiative of the former Ministry of Family, Veterans and Intergenerational Solidarity, and in cooperation with the State Bureau of Statistics, the occupation "volunteer coordinator" was suggested as a separate profession in the alphabetical list of experts in human resources and career management within the National occupational classifications. Still, the "Rulebook on Recognition and Evaluation of



Non-formal and Informal Learning” hasn’t been adopted which would regulate formal validation of the volunteer managers skills gained through non-formal learning in Croatia. In Slovenia the Strategy for the Development of Non-Governmental Organisations and Volunteering envisages the adoption of measures for the quality work of volunteer mentors in all areas, and it lists the following activities: co-financing the recruitment of volunteer mentors and coordinators for the implementation of quality volunteering programmes; conducting training and annual professional consultations for volunteer mentors, creating criteria for evaluating the work of volunteer mentors and coordinators in organisations with a volunteer programme.

**Table 2: Normative frameworks on volunteer manager training and qualifications**

Countries	National regulation	Reference to volunteer managers in legislation
Belgium-Flanders	No.	Reference to recognition of competences, training of volunteers for specific target groups.
Belgium-Wallonia		
Croatia	No, but attempts.	Reference to volunteer coordinators.
England	Yes: Level 3 and 4 Certificate	Formal certificates for those whose responsibility includes setting up, managing and developing programmes for volunteers.
Scotland		
Ireland	No.	Identification of importance of volunteer management to screen and select participants, support and supervision.
Italy	No.	Code of the Third Sector, but no mention of volunteer management.
Lithuania	No.	No reference.
Portugal	No.	Reference to coordination organisation in general.
Slovenia	No.	Reference to volunteer mentors.
Spain	No.	Reference to managerial skills in volunteering.
The Netherlands	No.	No reference.

### 3. Sectoral frameworks or frameworks at the level of professional associations for volunteer managers

In most of the examined countries there is a semi-formal framework in place stemming from the third sector/civil society organisations that provide volunteer manager/mentor/coordinator training. They also issue certificates, but these are not generally formally recognised.

In Slovenia the Slovene Philanthropy, which is the main actor in the field of volunteering, provides several educational and training programmes for volunteer mentors and coordinators of voluntary activities in NGOs and public institutions and for some of the programmes the participants are assigned with credits, which are officially recognised in the field of social services/care through Social Chamber and within the catalogue Katis in education. Similarly as in Lithuania guidelines for volunteer mentors have been developed within the NGO sector (in Slovenia there is a manual for mentors and coordinators of volunteering in schools). In Portugal, inside the formal recognition/qualification of “Youth Work”, there are Curricular Units with mandatory tasks and competences referring to the elaboration and management of volunteer programmes for youth.



An exception is Croatia, being the only one among the examined countries having a framework in place at the level of the sector. It was set up in 2007/2008 by Croatian Volunteer Development Centre (CVDC) in the form of National Curriculum for the Management of Volunteer programmes. The curriculum is one of the most commonly used in Croatia for non-formal education on volunteer management. It is mostly used by 4 regional volunteer centres (Zagreb, Osijek, Rijeka, Split), but also by the pool of trainers (36 trainers on volunteer management in Croatia) that have been trained by the CVDC.

In all countries the education and training programmes are provided within the civil society/NGO sector and the broader social economy, with the exception of Flanders part of Belgium, where the offer of training on volunteer management does not appear to be linked with sector or professional associations, but the opportunities to engage with training in this field are promoted by educational institutions such as the course: “Supervise a team of volunteers”, taught by the Francophone Volunteering Platform” or the “Volunteering Management Online Training” promoted by the AFS International Programmes.

**Table 3: Sectoral frameworks for volunteer managers**

Countries	Sectoral frameworks
Belgium-Flanders	Training on volunteer management is promoted through educational institutions.
Belgium-Wallonia	No professional associations for training on volunteer management.
Croatia	Formal sectoral framework in place by Croatian Volunteer Development Centre (CVDC) in the form of National Curriculum for the Management of Volunteer programmes.
England	Several education and training programmes are provided within the civil society/NGO sector.
Scotland	
Ireland	Support to organisations to implement best volunteer management practices provided by The Dublin City Volunteer Centre.
Italy	Several education and training programmes are provided within the civil society/NGO sector.
Lithuania	Within the NGO sector guidelines for volunteer mentors have been developed.
Portugal	Inside the formal recognition/qualification of “Youth Work”, there are Curricular Units with mandatory tasks and competences referring to the elaboration and management of volunteer programmes for youth.
Slovenia	Semi-formal framework within the NGO sector, credits for attending educational and training programmes for volunteer mentors provided by The Slovene Philanthropy are officially recognised in social services and education.
Spain	The Red Cross offers an online course on Managing Volunteers in NGOs.
The Netherlands	Several education and training programmes are provided within the civil society/NGO sector.

#### 4. Institutional practices in the country that could serve as good examples

All examined countries listed examples of good practices in volunteer managers’ education and training, most of these programmes are implemented within the civil society/NGO sector, with the exception of the Flanders part of Belgium, where the programmes are linked with the formal educational institutions.

For example in Slovenia a good practice are intensive courses/workshops for mentors for private as well as public sector by Slovene Philanthropy, in Lithuanian charitable foundation



“Maisto bankas” (“Food Bank”), which had been awarded the Nordic Council of Ministers’ Grant Programme for Nordic-Baltic Non-Governmental Organisations’ to implement the project “Improving volunteer management in Nordic/Baltic food banks”.

Additionally in Croatia there are examples of good institutional practices at the governmental level. The National Committee for Volunteer Development, which acts as an advisory body of the Government of the Republic of Croatia. It advocates for the promotion and development of volunteering and improving the position of volunteers in society. It also decides on the awarding of the National Award for Volunteering and one of the categories of the National Award for Volunteering is for volunteer coordinators and coordinators of volunteer programmes.

In Portugal at the national level there is a Portuguese Confederation for Volunteering that is the most recognised and gathering organisations in the framework of volunteering. They develop a cycle of training annually and provide consultancy for volunteer managers, and they are involved in international projects regarding several volunteering sub-topics. They also promote the “join4Change” Volunteer Quality Label, directed to civil society organisations, companies or public entities that implement volunteer projects or actions, that is a system for identifying, analysing, and valuing the quality of volunteer program management practices. Other reference organisations in the field of volunteer managers training are Fundação Eugénio Almeida and Pista Mágica that also develop regular training, pedagogical materials, and other efforts to support and qualify volunteer managers.

In the UK, besides the initiatives from the NGO sector, the National Council for Volunteering Organisations was also mentioned as a good example of institutional practices. Among the examples of good practices in both Slovenia and the Netherlands, training programmes for volunteer mentors of Scouts organisations were mentioned. In Ireland and Scotland, initiatives on the municipal levels of the capital cities were pointed out. Such as Volunteer Edinburgh and The Dublin City Volunteer Centre, which offer a Volunteer Management Training Programme, targeted at those who undertake paid or non-paid roles in volunteer management and follow the topics of engagement, management, and dealing with challenging situations.

**Table 4: Good examples of institutional practices**

Countries	Good examples of institutional practices
Belgium-Flanders	Programmes are linked with the formal educational institutions.
Belgium-Wallonia	Same as for Flanders, additionally Plateforme Francophone du Volontariat that offers a course on volunteer management.
Croatia	At the governmental level e.g. National Committee for the Volunteer Development as an advisory body of the Government of the Republic of Croatia, issues National Award for Volunteering for volunteer coordinators.
England	Initiatives from NGOs as well as National Council for Volunteering Organisations.
Scotland	Initiatives on the municipal level such as Volunteer Edinburgh.



Ireland	Training programmes for volunteer mentors within Scouts organisations, initiatives on the municipality level Volunteer Management Training Programme from The Dublin City Volunteer Centre.
Italy	Association ManagerNoProfit as an attempt to improve the field of advisory services to third sector entities.
Lithuania	Charitable foundation “Maisto bankas”(“Food Bank“) project “Improving volunteer management in Nordic/Baltic food banks”.
Portugal	Portuguese Confederation for Volunteering at the national level, promoting “Join4Change” Volunteer Quality Label for NGOs.
Slovenia	Intensive courses/workshops for mentors for private as well as public sector by Slovene Philanthropy, training programmes for volunteer mentors within Scouts organisation.
Spain	The organization PROADE - Formación para el sector no Lucrativo, offers a course on volunteer management that is recognized by the Estate Foundation for Competences and Employment in Spain.
The Netherlands	Multi-sectoral and very mixed implementation practice of volunteer management programmes.

## 5. Literature review on volunteer manager education and training

In most of the countries, examples of publications relating to volunteer managers/mentors/coordinators were from the volunteering topic in general rather than specifically on the sub topic of volunteer management. They were published either by NGOs or by academic institutions.

For example, manuals for volunteer mentors in schools (Slovenia), books or reports based on research within universities in Slovenia and Scotland, e.g. the University of Stirling conducted a literature review in 2019 for the Development of Scotland’s Volunteering Outcomes Framework. The review was the first element in a programme of analytical and policy research in support of the development of the Volunteering Outcomes Framework by the Scottish Government. In the UK there was a study that examined the relationship between volunteer management and volunteers’ intention to continue participating, based on the environmental psychology model. The results showed a positive relationship between volunteer management and volunteers’ intention to continue volunteering, with a full mediating effect of job satisfaction on this relationship. The findings of this study provide a perspective on how volunteer management can position itself for volunteer retention. Available [here](#).

In Spain there are some reports on Volunteer Management. The Platform of Volunteering of Spain, published a guide on management. It covers the aspect of recognizing competencies. Available [here](#). The other report, put forward by the RED Acoge, a federation of NGOs in Spain, covers the topics of training and detecting the needs of volunteers for education and skills recognition. Available [here](#).

In Croatia there are various publications on volunteering management in general, as well as on different types of volunteering (school volunteering, inclusive volunteering, corporate volunteering, crisis volunteering). Also in Portugal there are several publications that relate to volunteer management in general, book chapters or reports e.g. “Motivations and



management of volunteering in the hospital sector in Portugal” Marisa José Roriz Leiras Ferreira University of Porto, 2012; “The Management of Volunteering” Vanessa MARCOS & Claudia AMATEUR ISUP – [University of Porto, 2014](#); “Volunteer Management Practices A case study on U.DREAM: a volunteer organisation in an academic context” Eduardo Alvim Braga de Sousa Lopes Portuguese Catholic University | Católica Porto Business School, 2020, [read more here](#).

In the Netherlands there is no literature that attempts to provide an overview of education and training, however, there are some sources relating to the role and position of volunteer coordinators.

**Table 5: Literature review on volunteer manager education and training**

Countries	Relevant literature and sources
Belgium-Flanders	No literature on volunteer management training.
Belgium-Wallonia	
Croatia	Various publications on volunteering management in general, as well as on different types of volunteering (school volunteering, inclusive volunteering, corporate volunteering, crisis volunteering).
England	Study that examined the relationship between volunteer management and volunteers’ intention to continue participating, article published by SAGE Open.
Scotland	University of Stirling conducted a literature review in 2019 for the Development of Scotland’s Volunteering Outcomes Framework.
Ireland	Yearly conference on National Volunteer Management, but no specific reports on volunteer management.
Italy	No literature on volunteer management training.
Lithuania	Article on Volunteering as a Human Resource in Provision of Public Social Services in the Municipality, published by Journal of Young Scientists.
Portugal	Several publications in book chapters or reports, including some case studies in particular fields.
Slovenia	Manuals for volunteer mentors in schools by The Slovene Philanthropy, books or reports based on academic research.
Spain	Reports on volunteer management, a guide on management published by the Platform of Volunteering of Spain.
The Netherlands	No literature on volunteer education and training, there are some sources relating to the role and position of volunteer coordinators.

## 6. International or national projects (scientific, applicative etc.) that cover the field of volunteer manager training and qualification

In most of the countries several international and national projects engaged in the field of volunteer manager training and qualification were listed. Within the mentioned international projects most were financed through EU funds, such as Erasmus+ programmes (e.g. in Slovenia, Lithuania, Portugal). In Ireland The EU-funded initiative “Wake up call: Volunteer Manager role!” was mentioned, which was created by the Pro Vobis National Resource Centre for Volunteerism Romania, in partnership with the Association for Civil Society Development SMART Croatia, National Volunteer Centre Hungary, and Platform of Volunteer Centres and Organisations Slovakia, with the goals of enhancing the quality of volunteering





by promoting adequate training and the validation of the competences acquired as volunteer managers formally or informally. In terms of national research projects there was a comprehensive research on volunteering in Slovenia, also partially referring to volunteer mentors from the Faculty of Arts, University of Ljubljana. In general in examined countries (Slovenia, Lithuania) some other relevant projects were mentioned, however, with the more broad focus on volunteering in general.

In Croatia, CVDC is involved in nationally and EU funded projects. Croatia’s first national curriculum was created 15 years ago under a project financed by the Matra programme. Additionally, recently funded projects from the European social fund called “Strengthening the capacities of CSOs for responding to the needs of the local community”, have included volunteer management training in times of crisis as one of the recommended activities of those projects. In the UK, AFS Intercultural Projects involving Volunteer Management Online Training were mentioned. In Portugal they mentioned three comprehensive Erasmus + programmes such as “VolunCET - E-Learning Training Course for Volunteer Coordinators” (coordinated by Plataforma Andaluza de Voluntariado - Spain, in partnership with the Portuguese Confederation for Volunteering and other partners from Poland, Austria, and Italy), »Evolvet – European Volunteer Coordinators Vocational Education and Training” (a strategic partnership among Spain, Austria, Finland, Italy, Poland, Portugal, and Slovakia.) and “Levol-app: learning app for the VET on volunteering management programmes” (coordinated by Pista Mágica – Portugal, with the support of partners from Spain, Italy, Slovakia and the United Kingdom).

**Table 6: Projects in the field of volunteer manager training and qualification**

Countries	Projects in the field of volunteer manager training and qualification
Belgium-Flanders	EU-funded initiative “Wake up call: Volunteer Manager role!”, created by the Pro Vobis National Resource Centre for Volunteerism Romania, in partnership with the Association for Civil Society Development SMART Croatia, National Volunteer Center Hungary, and Platform of Volunteer Centers and Organisations Slovakia, with the goals of enhancing the quality of volunteering by promoting adequate training and the validation of the competences acquired as volunteer managers formally or informally.
Belgium-Wallonia	
Croatia	EU funded project “Strengthening the capacities of CSOs for responding to the needs of local community”, EU-funded initiative “Wake up call: Volunteer Manager role!” (see Belgium).
England	AFS Intercultural Projects involving Volunteer Management Online Training.
Scotland	N/A
Ireland	EU-funded initiative “Wake up call: Volunteer Manager role!” (see Belgium).
Italy	Erasmus + programmes in partnership with other countries (see Portugal).
Lithuania	Erasmus+ programmes; other projects with focus on volunteering in general.
Portugal	Erasmus+ programmes such as “VolunCET - E-Learning Training Course for Volunteer Coordinators”, Evolvet – European Volunteer Coordinators Vocational Education and Training”, “Levol-app: learning app for the VET on volunteering management programmes”, all operating in partnership with other countries e.g. Spain, Italy, UK.
Slovenia	Erasmus+ programmes, Research on volunteering in Slovenia, partially referring to volunteer mentors from the Faculty of Arts, University of Ljubljana.



Spain	Erasmus + programmes in partnership with other countries (see Portugal), “VolunCET - E-Learning Training Course for Volunteer Coordinators” is coordinated by Plataforma Andaluza de Voluntariado – Spain.
The Netherlands	No information provided.

## 7. Past or present studies of volunteer manager training and qualification

In the majority of the examined countries there were no studies of volunteer manager training and qualification in particular. Still, in some countries the studies covering volunteering in general are also partly related to this topic. For example Slovenia, a comprehensive research on volunteering from the Faculty of Arts, University of Ljubljana, also partially referred to volunteer mentors. For example in Belgium, the European Commission has issued a report on Volunteering in Belgium. In the UK academic articles were mentioned, one is based on the results of a study of volunteer management on the local level, available [here](#), and the other refers to volunteerism and volunteer management in sport, available [here](#).

**Table 7: Studies of volunteer manager training and qualification**

Countries	Studies of volunteer manager training and qualification
Belgium-Flanders	Report on Volunteering in Belgium (European Commission).
Belgium-Wallonia	
Croatia	No information found.
England	Study of volunteer management on the local level and on volunteerism and volunteer management in sport, results are published in academic articles, A Conceptual Framework for Volunteer Management in Local Government, Urban Policy and Research, Volume 23, 2005.
Scotland	
Ireland	No information found.
Italy	No information found.
Lithuania	No information found.
Portugal	No information found.
Slovenia	Research on volunteering from the Faculty of Arts, University of Ljubljana, also partially referring to volunteer mentors.
Spain	No information found.
The Netherlands	Not aware.

## 8. Study programmes provided by higher education institutions (HEI) in partner countries that offer volunteer manager education

In some of the examined countries, the topic of volunteer manager education is covered within HEI undergraduate and postgraduate programmes and courses. It is usually partially covered within different subjects relating to the management of non-profit/organisations or social services (e.g. Slovenia, Belgium, Italy, Portugal).

European universities offer various options: In Portugal, there is an advanced training in Volunteer management at the Portuguese Catholic University, but also as a postgraduate course. In Ireland, a post-graduate course is similarly provided by the University College



Cork, on the topic of Voluntary and Community Sector Management. The country also offers a Postgraduate Certificate in Volunteer management and leadership offered by St. Angela's College. The Spanish University Nebrija, in partnership with Fundacion Telefonica, provides a course on Management of Corporate Volunteering). Also, in the Netherlands, there is a Part-time program innovative volunteer management. Hogeschool Utrecht and the Pons Academy offer the post-graduate course in Action Learning Volunteer Management, which yields register points for the accredited promotion of expertise for social workers, client support workers, registered at Registerplein.

In Spain, the foundation ASISPA offers a post-graduate on Directory and Technical Coordination of Volunteering. In Portugal, recently the organisation Pista Mágica supported the creation of the first Post-Graduate Program in Volunteer Management at the Higher Institute of Social Service in Porto. Still, in other examined countries there are no separate study programmes for volunteer management but the topic of volunteer management is included in broader study programmes in the field of social sciences. In the UK the initiative from the Inside Government was mentioned for the forthcoming The Volunteer Management Conference 2023, which will examine the future of the volunteer experience and how the sector can embed transformation following a period of immense change. Only in two countries Croatia, Lithuania, no volunteer manager courses or study programmes in HEI were mentioned.

**Table 8: HEI study programmes on volunteer manager education**

Countries	HEI study programmes on volunteer manager education
Belgium-Flanders	Executive master's programme in International Association Management promoted by the Solvay - Livelong Learning School in Brussels.
Belgium-Wallonia	No offers in higher education regarding volunteer management.
Croatia	No offers.
England	No offers. An initiative from the Inside Government was mentioned for the forthcoming
Scotland	The Volunteer Management Conference 2023.
Ireland	Postgraduate course provided by the University College Cork in Ireland, on the topic of Voluntary and Community Sector Management and a Postgraduate Certificate in Volunteer management and leadership offered by St. Angela's College.
Italy	Courses which revolve around the topic of sustainable development and management of social economics; a Bachelor degree course in "Third Sector Legal Advisor" offered by the University of Padua and a Master degree course in "Management for Social Economy" offered by the University of Bologna.
Lithuania	No offers.
Portugal	An advanced training in Volunteer management at the Portuguese Catholic University, A Post-Graduate Program in Volunteer Management at the Higher Institute of Social Service in Porto.
Slovenia	Partially covered within different subjects relating to the management of non-profit organisations or social services.
Spain	The University Nebrija, in partnership with Foundation Telefonica, provides a course on Management of Corporate Volunteering.
The Netherlands	Part-time program innovative volunteer management Hogeschool Utrecht as well as Pons Academy, program volunteer management, in which participation in the



	post-graduate course in Action Learning Volunteer Management yields register points for the accredited promotion of expertise for social workers.
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### 9. Trainings or other pedagogical offerings (e.g. LLP programmes, micro credentials etc.) provided by higher education institutions (HEI) in partner countries that offer volunteer manager education

Only in the Netherlands, training opportunities or other pedagogical offerings (e.g. LLP programmes, micro credentials etc.) provided by higher education institutions (HEI) that offer volunteer manager education and training were listed. In all other examined countries they are not aware of any such programmes. In The Netherlands examples of such programmes and tools are:

- [Whitepaper micro-credentials](#)
- [Badge-badu](#)
- [Open badge network](#)
- [Pilot micro-credentials Dutch universities](#)
- [Pilot “possible” appreciating volunteers with social credits](#)
- [Vision document micro-credentialing and open badges FHICT](#)
- V-skills for volunteers: <https://vforvolunteers.eu/> is an online tool, thanks to which volunteers can recognise, name, record, and prove key competences they have developed or improved through volunteering. It is connected with the European Qualifications Framework for lifelong learning.

**Table 9: HEI trainings or other pedagogical offerings on volunteer manager education**

Countries	
Belgium-Flanders	Not aware.
Belgium-Wallonia	
Croatia	Not aware.
England	Not aware.
Scotland	
Ireland	Not aware.
Italy	Not aware.
Lithuania	Not aware.
Portugal	Not aware.
Slovenia	Not aware.
Spain	Not aware.
The Netherlands	Several examples of such programmes and tools, e.g. Whitepaper micro-credentials, Badge-badu, Open badge network, Pilot micro-credentials Dutch universities.

### 10. Training/non-formal educational programmes provided by non-formal education providers (e.g., umbrella associations, professional associations, other NGOs and networks) in partner countries that offer volunteer manager education

Training/non-formal educational programmes by non-formal educators (e.g., umbrella associations, professional associations, other NGOs and networks) that offer volunteer manager education were mentioned in five examined countries: Slovenia, Croatia, Italy,



Portugal, Belgium-Flanders and the Netherlands. The most extensive development of such programmes is in the Netherlands, where larger national organisations predominantly from the civil society sector offer training and professional development for their professionals and/or volunteer coordinators. Examples are VPTZ, Humanitas, Green organisations, Springest, Zorgschooling, Scouting Nederland, etc. (thirteen programmes were listed). This also applies to larger volunteer centres with their academy or expertise promotion programs or an independent organisation such as Volunteer Academy Amsterdam.

Also in Portugal there are several training opportunities, as well as consultancy, for volunteer managers provided by several associations and foundations, which are: CASES that has assumed the assignments of the CNPV – National Council for the Promotion of Volunteering, CPV – Portuguese Confederation for Volunteering which currently brings together 40 national volunteer organisations and volunteer promoters, Pista Mágica, an Association that its mission on bringing innovation and fostering volunteering, FEA – Eugénio Almeida Foundation is a multisectoral foundation, with an extensive involvement in the social sector and in the area of volunteering. And ANIMAR, which is a local development network that works on different social themes, among others. They develop a Training in Volunteering Management.

In Croatia, members of the Network of Volunteer Centres (programme managed by Croatian Volunteer Development Centre) offer educational programmes, for example: “Introduction and basics of management of volunteer programmes”, “Education on management of volunteer programmes for volunteer coordinators”, “Specific education on management of volunteer programmes for volunteer coordinators” separately for NGOs or public institutions, “Education on establishing volunteer programmes/clubs in schools”, “Education about volunteering in the business sector”, “Education on establishing and developing inclusive volunteer programmes” as well as “Education on managing volunteers in times of crisis”.

In Slovenia, Slovene Philanthropy organises educational programmes for volunteer mentors, for example: “Education for mentors and organisers of volunteer work”, “Short workshops for volunteer mentors”, “Intensive courses/workshops for mentors”, “Mentorship to volunteers in education”. Also the MOVIT (Institute for Development of Youth Mobility), organises seminars for volunteer mentors within the framework of the European Solidarity Corps. In Italy, there are some actors who offer programmes of training and education for volunteers, though not necessarily programmes of volunteer management; CSV-Net as well as the Italian branch of the international civil society association Youth Action for Peace.

**Table 10: Non-formal educational programmes on volunteer manager education**

Countries	Non-formal educational programmes
Belgium-Flanders	Courses promoted by the Francophone Volunteering Platform.
Belgium-Wallonia	No information provided.
Croatia	Volunteer centres gathered in the Network of volunteer centres (programme managed by Croatian Volunteer Development Centre) offer several educational programmes for volunteer managers.
England	No information provided.



Scotland	
Ireland	No information provided.
Italy	Some programmes of training and education for volunteers, though not necessarily programmes of volunteer management (e.g. CSVnet, Youth Action for Peace).
Lithuania	No information provided.
Portugal	Several training opportunities, as well as consultancy, for volunteer managers provided by NGOs.
Slovenia	An NGO, Slovene Philanthropy organises educational programmes for volunteer mentors, MOVIT (Institute for Development of Youth Mobility), organizes seminars for volunteer mentors within the framework of the European Solidarity Corps.
Spain	No information provided.
The Netherlands	Most extensive development, where larger national NGOs offer training and professional development for their professionals and/or volunteer coordinators.

### 11. Other educational offerings relevant for volunteer managers in partner countries that were not captured by previous sections

The Croatian CVDC implements once a year or every two years a training of trainers for volunteer management. Furthermore, in 2022, CVDC is running the national network of volunteer coordinators through which it provides educational material relevant for strengthening capacities of volunteer coordinators, such as: education on motivation for volunteering, trends in volunteering, quality standards for volunteer programmes, developing the educational plan for volunteers, etc. What they offer is dependent on the interests of volunteer coordinators in line with the area of volunteer management. In Slovenia, volunteer management educational and training programmes within international volunteer networks such as CEV and IAVE were put forward. In the Netherlands, they mentioned education for association management <https://verenigingsmanagement.com/> and The Academy for Association Management (AVVM) that has an extensive knowledge on the field. With their courses, they offer 'state of the art' expertise on association issues. Finally, the DNA Academy develops professional training for association professionals and association directors. In Lithuania, relevant publications were listed: "Recommendations for individual support", which are intended for mentors who have just started and already have a long experience and for curators (tutors) within the framework of the "Discover Yourself" project. Their goal is to share the accumulated experience and proven practices that help volunteers smoothly integrate into activities and reveal their own opportunities, and for the host and coordinating organisations to cooperate successfully. Within the Youth Aid Initiative, there is a publication "Organisation Manager of Voluntary Activities" provided by Pagalbos Paaugliams Iniciatyva and there is also "A guide to volunteering in a multicultural environment: project experience. The paper is prepared as a part of the European Fund's 2011 integration of third-country national programmes according to priority actions to implement the "General Basics of Immigrant Integration principles of politics in the European Union". According to the action "Promotion of mutual intercultural exchange" since 2012, Association of Tolerant Youth together with Mykolas Romeris University and Vilnius African community implements the project "Multicultural Volunteer Center (MSC).



In Portugal, the Higher Education Volunteering Network (R-VES) was mentioned as a network of around 30 Higher Education institutions in Portugal, with the objectives to train, articulate and enhance the activity of Higher Education Institutions for the investigation and enhancement of volunteering. It is a multidisciplinary approach, with the promotion of a culture and practice of volunteering, in all its aspects, covering the aspects of research, intervention and dissemination at national and international level.

## 12. Other educational offerings for volunteer managers

Countries	
Belgium-Flanders	/
Belgium-Wallonia	
Croatia	CVDC training of trainers for volunteer management, CVDC is running the national network of volunteer coordinators.
England	/
Scotland	
Ireland	/
Italy	/
Lithuania	“Recommendations for individual support” within "Discover Yourself" project; publication “Organization Manager of Voluntary Activities” provided by Pagalbos Paaugliams Iniciatyva, there is also “A guide to volunteering in a multicultural environment: project experience.
Portugal	Higher Education Volunteering Network (R-VES) including 30 Higher Education institutions for the investigation and enhancement of volunteering, new digital tools as good practices such as Volunteer Impact Online platforms and Software.
Slovenia	Volunteer management educational and training programmes within international volunteer networks such as CEV and IAVE.
Spain	/
The Netherlands	The Academy for Association Management (AVVM) with courses on association issues, The DNA Academy develops professional training for association professionals and directors.



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