



国际志愿服务 标准工具包

International Volunteer
Service Standard Toolkit



Simpl. Vers.



International Volunteer Service Standards Toolkit Description

The United Nations General Assembly adopted Resolution 78/127, proclaiming 2026 as the International Year of Volunteers for Sustainable Development (IVY), thereby promoting and recognizing that volunteer service is an important force for advancing sustainable development. Taking this opportunity, we have developed this set of volunteer service management tool card packs based on the framework of the International Volunteer Service Standards Manual provided by the International Forum on Volunteer Service Development, focusing on the four core modules of Designing & Delivering Projects, Duty of Care, Managing Volunteers, and Measuring Impact as well as the contents of 13 related fields, and integrating our 20 years of accumulated practical experience in volunteer service management. It is hoped that this tool will be used by more volunteer service organizations and contribute to the realization of a better world where everyone participates.

Acknowledgements:

We would like to express our gratitude to Mr. Ma Chengwen for his design support throughout the entire process. We also appreciate the assistance provided by volunteer partners such as Yu Jie, Liu Xin, Du Yanbing, Jiang Haoxun, and Yang Yue in tool production, workshop practice, classification and revision, language translation, proofreading and sorting. Additionally, we are thankful for the feedback on the use of the tools from the frontline volunteer service teams, all of which have made indispensable contributions to the realization of the tool kit. Meanwhile, the tool kit has referenced the open-source project models and practical experiences of the following organizations, and we would like to extend our thanks to them as well.

UNDP Sustainable Development Volunteer Service Transfer Project

Technical Open-Source Partner Projects by China Nandu Foundation and Sanyi Foundation

Shanghai Personalized Sustainable Education and Community Incubator Action Village Platform

American "Realize Value" Corporate Volunteer Service Journey Program

Creative Cases of International Good Deeds Day Volunteer Activities

Hong Kong Yanren Institute Future University Workshop

Workshop Manual of the Community Building Association of the Republic of China (Taiwan)

Teng Yun

August 10, 2025

Contact Us:

Website: www.youthrdl.com

Email: youthvp@126.com

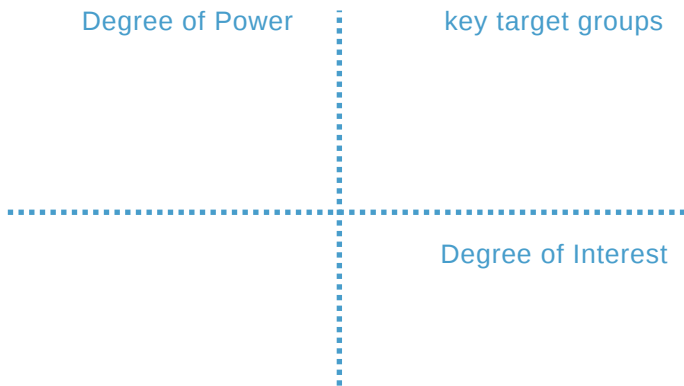
Phone: 0411-8411 2011





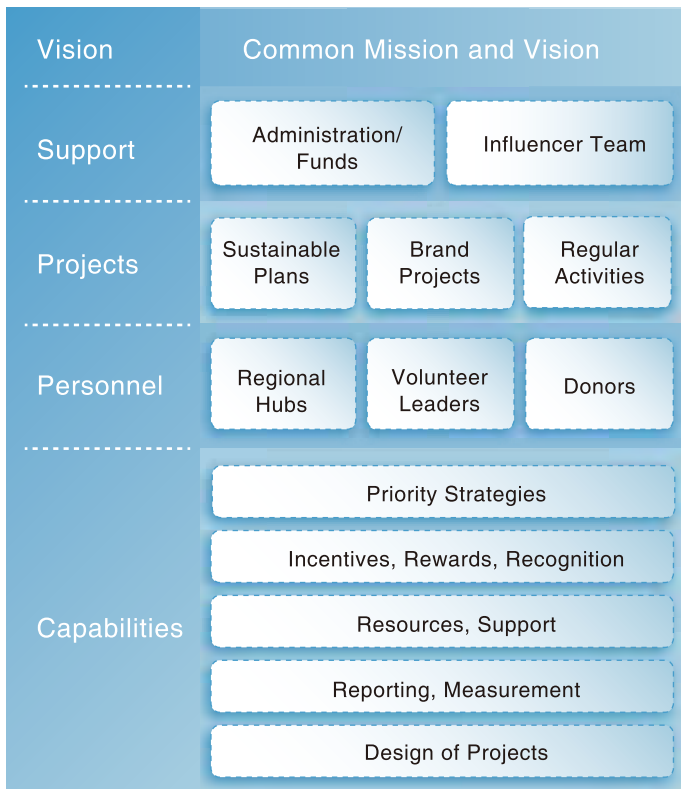
Designing & Delivering Projects

Specific Domain	Content Description	Tool Card Number & Name
AREA 1 // Partnerships	This area is about building strong, fair, and respectful relationships with partner organisations that utilise volunteers. It encourages organisations to think carefully about how these partnerships are created, maintained, and used to support shared goals. Doing things like thinking carefully and critically about how partnerships are formed and sustained, assessing partners carefully, sharing resources with them, and communicating well are not just practical tasks – they demonstrate values like transparency, mutual respect, and shared responsibility. This area also asks organisations to think about power dynamics, ethics, and whether their goals and visions match those of their partners.	1.Stakeholder Positioning Map 2.Mission Positioning Framework Diagram 3.Empathetic Design 4.Nine Creative Diagrams for Implementation
AREA 2 // Aligning Purpose with Values	This area encourages organisations to think deeply about the core principles that guide their work. It asks them to reflect on their purpose, values, and the wider social and environmental context they work in. Organisations should consider how their approach to volunteering reflects their core values and fits with global goals like the SDGs. This means thinking about the role of volunteering in their work, and how their volunteer programme might support or challenge global power structures and inequalities.	5.Project Logical Framework 6.Hackathon Decision-Making 7.Triad Diagram Positioning 8.Project Review 9.Error Improvement Roadmap
AREA 3 // Volunteer Placements	This area looks at how volunteer placements connect to bigger development and ethical considerations. It asks organisations to reflect on the true purpose of their volunteer work and the impact it has on systems and communities. It aims to make sure that volunteer roles are well planned, and support long-term development in a way that respects local contexts. This means including community voices at every stage— from identifying needs to deciding what success looks like—so that volunteer efforts help local initiatives rather than interfere with them.	10.Design Thinking Process 11.One-Week Sprint Process 12.Givers and Takers 13.Multipliers and Diminishers 14.Critical Path Method



Screen the crowd through the two dimensions of degree of interest and degree of power

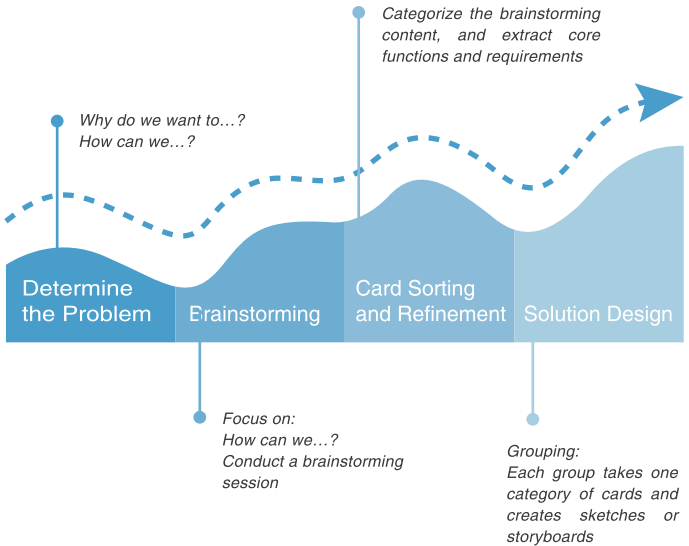
- First, list all stakeholders
- Use size notes to determine the degree of impact on the project
- Stakeholders differ in different subdivision stages of the project, and can be analyzed according to the preparation stage, launch stage, and iteration stage
- Analyze how to better cooperate with these stakeholders / List
- Identify the core stakeholders to conduct relevant research



	Narrative	Indicator
Goal		
Outcome		
Output		
Activity		

	Verification Approach	Assumption
Goal		
Outcome		
Output		
Activity		

The logical framework is one of the most widely - used tools by public welfare organizations. It requires project personnel to establish logical relationships between the specific intervention measures of the project and the ultimate goal of the project, so as to design, monitor and evaluate the project plan.



- Purpose: Avoid the risk of single - person decision - making
- Gather all personnel related to the product
- Gather the widest range of product possibilities
- Avoid unnecessary divergence, focus on summarizing, inducting and sorting



07 Triad Diagram Positioning

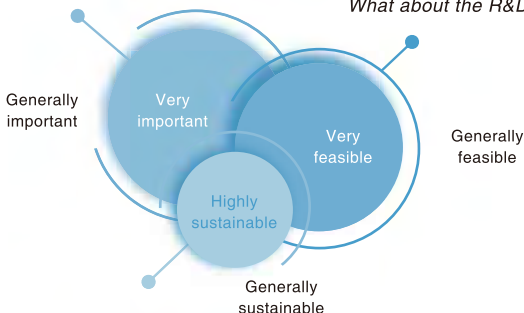
AREA 2 // ALIGNING PURPOSE WITH VALUES

Importance

*Does it solve pain points?
Does it align with strategic development?
Does it meet user needs?*

Feasibility

*Is the cost reasonable?
Is it easy to complete?
Is it technically feasible?
How is the market acceptance?
What about the R&D time?*



Sustainability

*Is the product environmentally friendly? (From production to use)
Where does the project funding come from?
Can it help more vulnerable groups? Even create new jobs?*

- Participation Rules, No more than 7 participants
- Jointly decide the placement of each idea, discuss only one idea at a time
- Participants can only say "too high" or "too low", and the closer to the center, the higher the quality of the idea
- Iterate based on the questions raised in the three dimensions



Needs Definition

*Identify problems
Precisely define needs*

Empathize

*Gain in-depth understanding of users
Collect information*

Brainstorm

*Brainstorm to get ideas and
screen out high-quality ones*

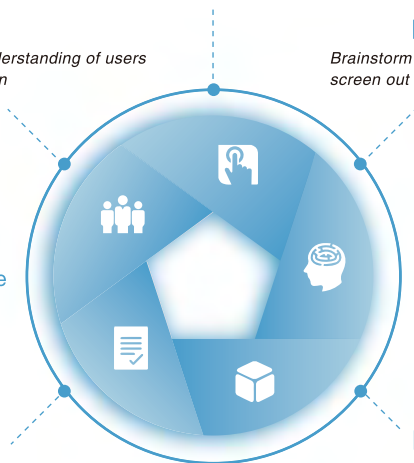
Iterate

Test

*Test and verify the prototype
Whether it can solve the problem*

Prototype

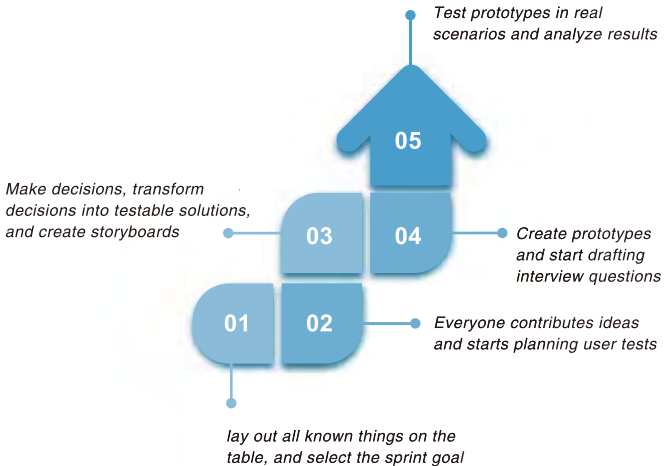
*Quickly create the minimum
viable prototype*



- The design process can be reordered and streamlined
- Please use visualization or concrete objects for communication
- Need to quickly create prototypes and obtain practical feedback

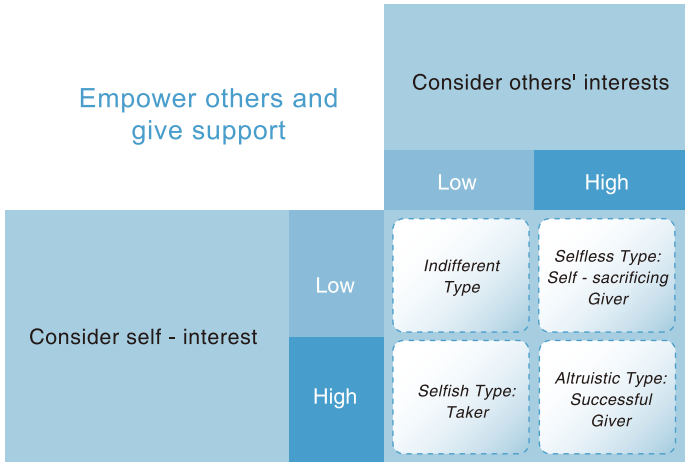


Weekly Schedule for Design Sprint



- The background of the design sprint is that team members are aware of the problem; they just need to clearly describe the problem and identify key urgent issues
- Always respond to the core goal of “How can we?”
- Two core concepts: Can, and Can also
- Must not exceed 5 days
- Get feedback from 5 customers





- Who are you?
- In your life, which one or two moments shaped who you are today?
- What impact do you hope to have on the world?

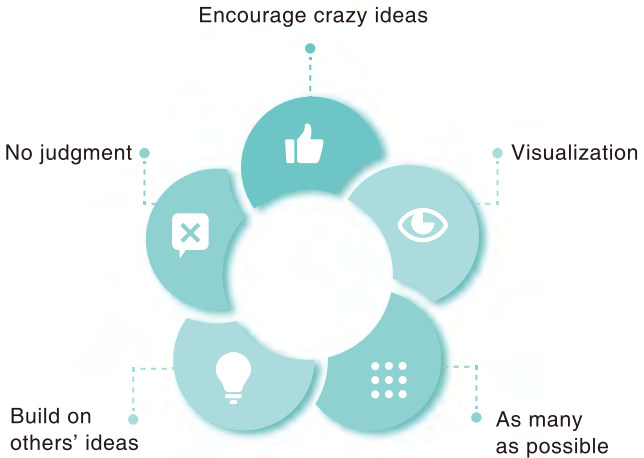
“Whenever we interact with others at work, we need to make a choice: Should we try to get as much value as possible, or should we contribute our value without expecting anything in return?”





Duty of Care

Specific Domain	Content Description	Tool Card Number & Name
AREA 4 // Safety & Security	This area focuses on an organisation's responsibility to understand, assess and mitigate risks which may affect the safety and security of the volunteers under its supervision. It looks at how an organisation approaches safety and security in the context (s) where it is operating, and how it involves local partners and community members in assessing the key threats. This section also considers what preparation is done to prevent, monitor and mitigate the key threats, and how volunteers, staff and community members are briefed and trained in these measures. Finally, it considers the importance of contingency planning and emergency response in the event of a worst-case scenario.	15.Brainstorming 16.Volunteer Blueprint 17.Four-Step Nonviolent Communication 18.Risk Level Analysis
AREA 5 // Safeguarding, Protection, and Child Rights	Every organisation that delivers development or humanitarian activities has a duty to safeguard volunteers, staff, participants, and donors. This area outlines the essential safeguarding measures an organisation must have in place to create an environment where everyone feels—and is—safe from harm. Creating a safe and welcoming culture, where everyone is respected and valued, is key. Organisations must actively prevent exploitation, abuse, harassment, bullying, and neglect in all aspects of their work. This section looks at how organisations can understand the safeguarding risks in the contexts where they operate, raise awareness among staff, volunteers, and community members, and put effective prevention measures in place. It also covers the importance of having safe, secure, and accessible ways for people to report concerns, along with clear procedures for how to respond.	19.Johari Window for Communication Consultation 20.Focus Energy on the Circle of Control 21.Demonstration of Life Value Domains 22.Wheel of Life 23.Four Levels of Listening
AREA 6 // Health and Wellbeing	To ensure the best outcomes for volunteers, organisations, and community members, it is important to support the physical, emotional, and mental health and wellbeing of everyone involved. This area looks at the measures organisations should have in place to assess the needs of volunteers before their placement begins, as well as how to support them during and after their placements. It also considers the potential impact volunteers may have on the mental health and wellbeing of the community members they interact with—especially those who may be more vulnerable.	24.Life Journey Coordinates 25.State Table of Happiness Power 26.Happiness Power Card 27.Physical and Mental Health Framework 28.Physical and Mental Health Practice Cases



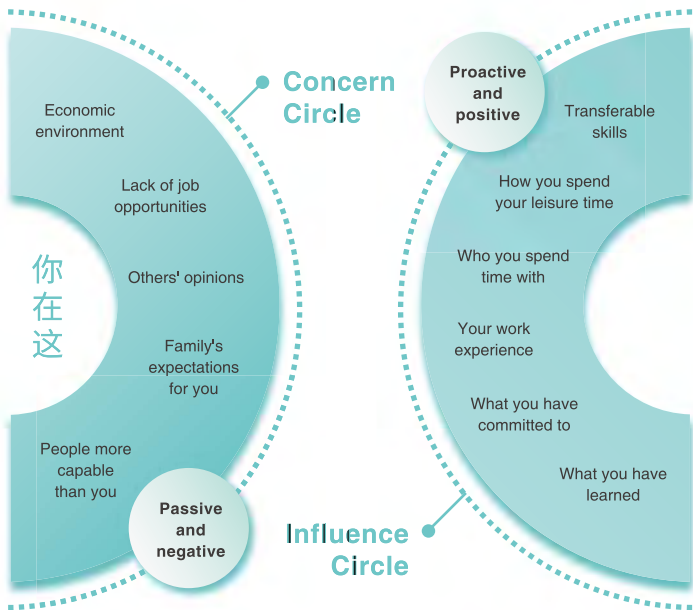
- A good brainstorming session starts with an accurate clarification of the problem
- A goal must be set before the meeting to clarify what problem needs to be solved
- Only one person presents at a time, respecting everyone's bold ideas
- Designate a facilitator and a recorder
- The right number of people is crucial; 5 - 9 people make it easier to succeed



User Journey	Channel	Onboarding	Service Usage	Exit	Follow - up
	How did users learn about this service?	What is the experience like when users use the service for the first time?	How do users use the service?	What overall experience do they take away after the service ends?	How will users share their experience with others, and will they come back next time?
User Behavior What did users do? Front - end The visible part of the service that users can see Back - end The invisible part of the service that supports users Support Process The internal support part of the service	User Visible Divider User Interaction Divider Internal Interaction Divider				

- Think about the experience in the volunteer service process from a more comprehensive dimension
- Service design pays more attention to stakeholders across the entire service chain
- We can improve the service status of volunteers by making them happier
- Sort out the front - end of the entire service, as well as the parts that volunteers can see and cannot see





- The concern circle has a wider scope and includes all the things one cares about
- The influence circle focuses on things that can be directly influenced
- Proactive people strive to change the things they can control
- The concern circle can make you feel powerless
- As personal abilities improve, the influence circle may gradually expand
- Enhance influence by learning new skills or improving self - management abilities



Open Area

Information known to everyone

Blind Area

Information unknown to me
but known to others

Hidden Area

Information known to me but
unknown to others

Closed Area

Information unknown to
everyone

- Avoid overly personal questions, such as those related to mental health or religious beliefs
- Need 5 - 10 good friends to do it together
- Can be used to enhance the accuracy of self - awareness
- Under the premise of safe communication, increase the exposure rate of personal information
- Actively seek feedback from others and have the “curiosity” to understand friends





Family



Marriage



Parenting



Friends



Hobbies



Work



Wealth



Entertainment



Power



Spirituality



Community



Health

Self -
directionSocial
significance

Adventure



Safety



Achievement

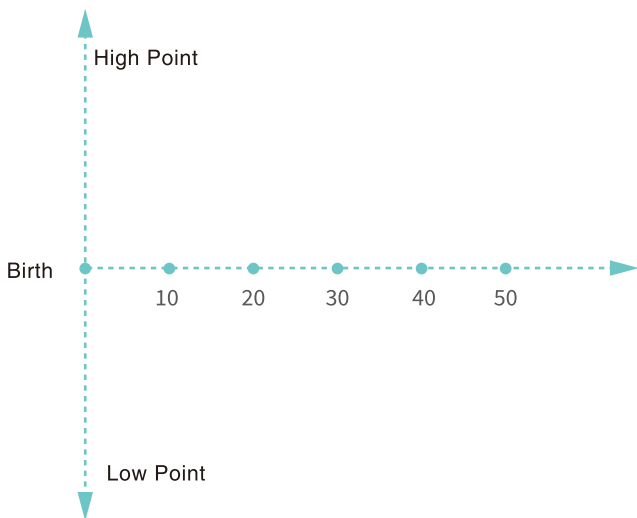


Norms

- 1. Which three topics do you find yourself thinking about most often?
Follow - up: What do these topics reveal that is important to you?
- 2. What does "success" mean to you?
Follow - up: How does your definition of success impact your values?
- 3. A genie in a bottle appears and grants you three wishes. What do you wish for?
Follow - up: How do your wishes impact your values?
- 4. How do you want to be remembered by others?
Follow - up: How does this impact your values?
- 5. What would someone who knows you well say is important to you?
Follow - up: What might people not know is important to you?
- 6. Describe a close friend of yours. What brings you close?
Follow - up: What values do you and your friend share?
- 7. Considering all the answers so far, what is the most important value to you?

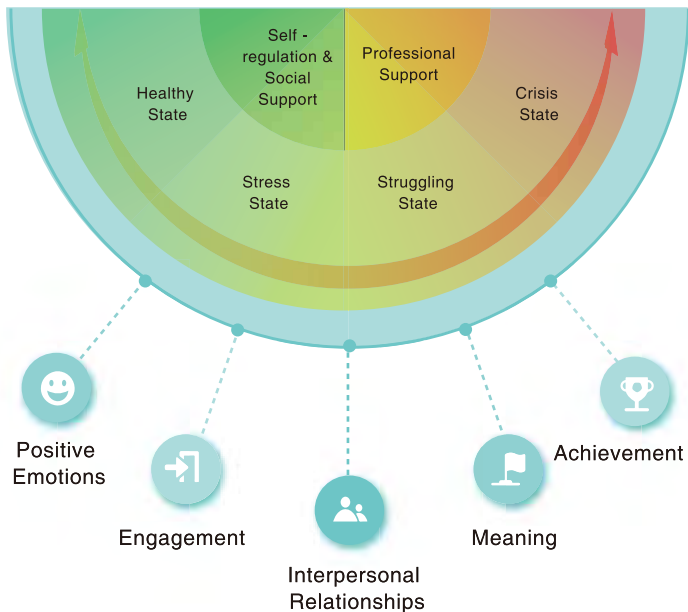
Once you have a good understanding of your values, write them down and keep them somewhere (your fridge, your notebook, your wallet) for reference, or to edit as you get to know yourself better





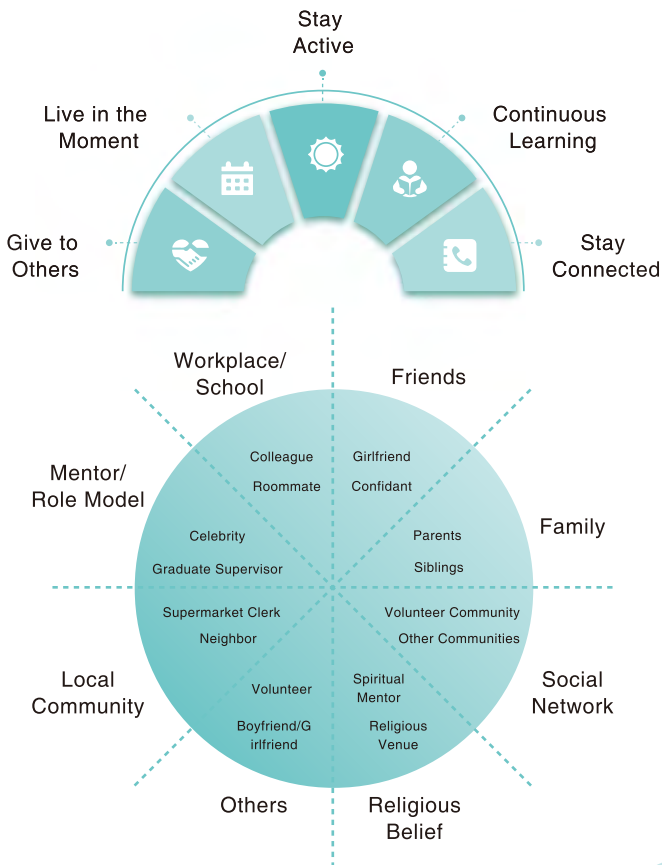
- 1. On the line, mark the point representing the present. This is where you are today.
- 2. Think about the past. The situations and experiences you've gone through have left an imprint on who you are and where you are today. Represent those on the horizontal line to the left of the current point.
- 3. Think about the future and your short - term, medium - term, and long - term goals. Represent those on the horizontal line to the right of the current point.





- Determine your own health state
- Evaluate yourself in five aspects during self - regulation
- Improve according to Card 24







Managing Volunteers

Specific Domain	Content Description	Tool Card Number & Name
AREA 7 // Recruitment and Selection	This area focuses on the strategic processes of volunteer recruitment, role definition, and selection—ensuring these steps align with the organisation's goals and the needs of the community. It emphasises the importance of clearly defined volunteer roles, engaging stakeholders to ensure these roles are relevant to them and using inclusive recruitment practices. Recruitment and selection are not just administrative steps—they are a key part of creating meaningful, impactful volunteer placements. Organisations must balance their own goals with volunteers' expectations and partner needs, helping volunteers understand both the contribution they can make and the limits of their role. The area also emphasises the need to regularly review and adapt recruitment and selection processes to stay inclusive, non-discriminatory, and relevant in a changing world.	29. User Persona 30. Telling Volunteer Stories Well 31. Volunteer Journey Table 32. How to Face the World
AREA 8 // Preparation, Training & Learning	This area focuses on what makes a volunteer placement successful—starting with good preparation, training, and mutual understanding. It highlights the need for a clear structure where volunteers and partner organisations understand their roles, objectives, and expectations. This is not just about sharing information and skills—it also means creating space for ongoing learning, reflection, and adaptation. These processes help ensure that volunteer contributions are aligned with organisational goals, supporting a relationship that grows through feedback and continuous improvement. The area also emphasises the importance of shared understanding, cultural sensitivity, and being responsive to changing needs.	33. Workshop Charter 34. Workshop Design 35. Workshop Checklist 36. Empathy Map 37. World Café
AREA 9 // Managing Delivery	This area focuses on ensuring smooth coordination and alignment among all the people and organisations involved in a volunteer placement. It places strong emphasis on adaptability and ongoing improvement. All stakeholders are expected to stay focused on shared outcomes, while placement progress is tracked regularly through evaluations and feedback systems that support continuous adjustment. This flexible approach helps refine activities and assess volunteer contributions effectively. Providing the right resources is essential, ensuring that volunteers have the tools and support they need to meet expectations. All involved must stay responsive to changing needs and feedback from community members.	38. Project Charter Card 39. Work Breakdown Structure Diagram 40. Time Schedule Time Management Matrix
AREA 10 // Providing Volunteer Support	This area focuses on building a support system that encourages reflection, personal growth, and alignment with organisational goals. Volunteers should have opportunities to regularly assess their roles and experiences, promoting ongoing learning and development. Support goes beyond logistical needs. It includes emotional and professional guidance to help volunteers feel prepared and connected to the organisation's mission. Formal grievance mechanisms are also important, as they promote transparency, support institutional learning, and help ensure that volunteer experiences are improved through regular feedback.	42. How Was Your Day? 43. Personal Leadership Model 44. Self-Perception Model 45. Six Thinking Hats

The form is divided into six main sections:

- Persona**: Contains a circular placeholder for a profile picture and a dashed box for a list of attributes: Name, Gender, Age, and Interests.
- Personality Tags**: Contains three dashed rectangular boxes for tags.
- Daily Schedule/ Related Information**: Contains a large dashed rectangular box for notes.
- Needs**: Contains a dashed rectangular box with horizontal lines for text.
- Problems Encountered**: Contains a dashed rectangular box with horizontal lines for text.

- Clearly define the meaning of “needs” before starting, especially the verbs related to needs
- Note that the written needs should be a wish, not a solution
- It is best to go out and investigate deeply into users' daily lives
- The persona does not represent a real person
- Continuously update the persona with new and changing information
- Redefine existing roles or remove invalid ones





- **Tell Who I Am:** Share moments that shape your values and “make you who you are” (what people around you need to understand)
- **Impart Experience:** How you/others learn from successes and failures, master specific abilities, and break the chains of resistance to change
- **Lead Change:** Make the audience aware of existing problems, point out potential serious risks, propose possibilities for change and solutions, and create a future vision
- **Shift Perspective:** Guide the audience to view things and problems from different angles and change their emotions





Encourage all voices



Focus on consensus
and action



Make all information
public



Acknowledge
differences and
problems, and address
them together



Listen to each other



Rest is necessary



Pay attention to
time progress



No phone use
during meetings

- Determine additions or deletions through joint discussion by participants before starting
- Can be open for long - term additions during the process
- Select a participant to monitor the serious implementation of the agreement
- Participants collectively decide the penalty mechanism for violating the agreement



Workshop Purpose

Clarify whether the workshop ultimately aims to let participants master a skill, design a plan, or make an object

Workshop Number of Participants

Section to fill in the number of participants

Workshop Duration

Section to fill in the duration

Participants' Information

Covers participants' backgrounds (student/office worker, etc.), occupations, and ice - breaking/grouping design for strangers

Workshop Process

Time Period	Session 1
Time Period	Session 2
Time Period	Session 3
Time Period	Session 4
Time Period	Session 5
Time Period	Session 6

- First determine the workshop's purpose, number of participants, duration, participants' information, etc.
- It is recommended to leave some extra time for each workshop session
- Need to set an opening ice - breaking game session and add interactions like tea breaks



35 Workshop Checklist

AREA 8 //
PREPARATION,
TRAINING &
LEARNING



Overview Analysis

Describe the project based on requirements, and analyze its feasibility and importance

Objectives

Overall Objective

Summarize the project's overall objective

Sub - objectives

List sub - objectives supporting the overall objective

Scope Overview

Main Project Scope

Summarize the main project scope

Main Deliverables

List mandatory project deliverables

Key Persons in Charge

Internal Persons in Charge

List internal persons in charge

External Persons in Charge

List external persons in charge

Overall Schedule

Project Start Time

Specify the project start time

Project End Time

Specify the project end time

Main Milestones

List phased milestones and completion times to be achieved during project execution

Overall Budget (No Requirement at Current Stage)

Work out the project's overall budget

Coordination from Functional Departments

List the coordination each functional department should provide for the project

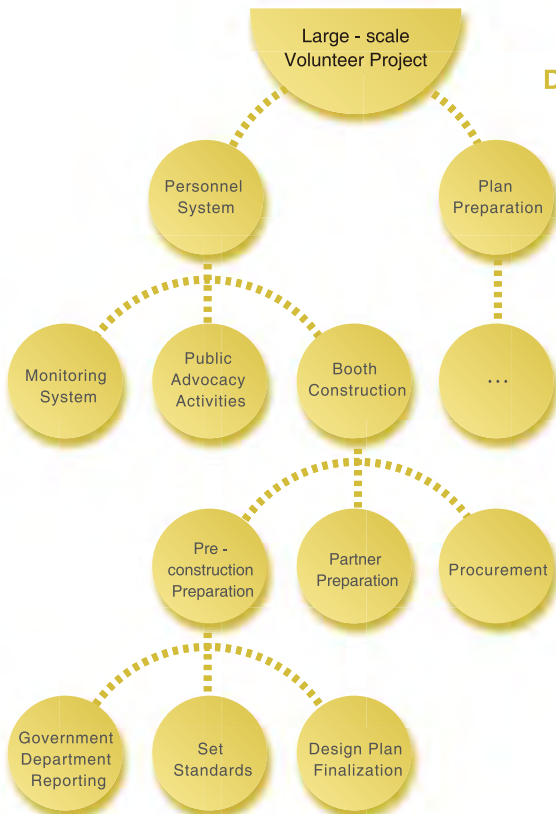
Approval Requirements

List who should give approvals during project planning, execution, monitoring, and closing

Approval



**Add
Details**



Consensus Direction

Celebration
Method

*How to reward
yourself after
project success?*

Project Plan Development

Task	Measurement Criteria	Person in Charge	Resource Support	Due Date



	Urgent	Not Urgent
Essential	Urgent Handling <i>Crises</i> <i>Pressing Problems</i> <i>Deadline - driven Projects</i> 	Quality Time <i>Relationships</i> <i>Reflection & Planning</i> <i>Seeking New Opportunities</i>
Inessential	Distractions & Interruptions <i>Time - Insensitive Calls</i> <i>Emails</i> <i>Conversations</i> 	Time Wasters <i>Trivial Tasks</i> <i>Activities Misaligned with Values</i>



42 How Was Your Day?

AREA 10 //
PROVIDING
VOLUNTEER
SUPPORT

	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.	Sun.
	Today I Feel						
 A Great Day							
 Take It Slow							
 On the Edge							
	Because, I Can Make a Difference						
 To My Beneficiaries							
 Things Are Not as Such							
 Things Are Holding Us Back							
	Work Level						
 Just Right							
 Too Boring							
 Too Demanding							
	Relationships with Stakeholders						
 Supportive and Motivating							
 Drain My Energy							
 Cause Frustration							

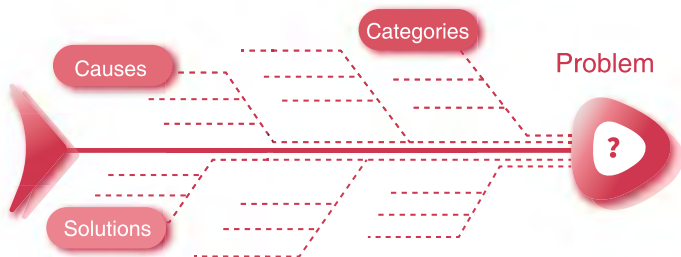






Measuring Impact

Specific Domain	Content Description	Tool Card Number & Name
AREA 11 // Debriefing, Recognition and Ongoing Engagement for the Volunteer	This area focuses on the post-volunteer experience. It covers the processes that support volunteers, communities, and partner organisations after a placement ends. Organisations should have clear debriefing processes, recognise volunteer contributions, and provide ongoing support. These steps help maintain the impact of the placement and support volunteers' personal growth. This area also looks at how volunteer experiences contribute to an organisation's learning and continuous improvement.	46.Problem-Goal Fishbone Diagram 47.Volunteer Product Canvas 48.Five Scaling Modes 49.Story Arc 50.Volunteer Leadership and Values
AREA 12 // Measuring Impact	This area focuses on understanding and evaluating the effectiveness and outcomes of volunteer placements within the wider context of projects, partners organisations, communities, and the volunteer themselves. Organisations should have clear frameworks to show how volunteer activities contribute to programme and project goals, aligned to the SDGs. Strong planning, data collection, and measurement processes are essential. These should involve key stakeholders to ensure that impact is assessed accurately and used to support continuous improvement.	51.Scaling Framework 52.Sustainable Development Goals Actions 53.Four-Panel Comic Board 54.The Incentive Art of Feedback 55.Selecting Solutions
AREA 13 // Reporting and Learning	This area highlights the importance of transparent, accessible, and meaningful reporting to all stakeholders, including communities and the wider development sector. Organisations should collect feedback from communities and partners, apply lessons learned to future work, and share insights across the volunteering sector. These actions help to strengthen accountability, improve practice, and support shared learning.	56.Scaling Positioning Map 57.SWOT Analysis Method (Strengths, Weaknesses, Opportunities, Threats) 58.Happy Running Canvas 59.Sustainable Development Goals Connection Diagram



- Use a visual approach to identify the most likely root causes of problems.
- Clearly describe whether it is a problem of people, machines, methods, environment, or strategy.
- Remove causes that have little relevance or impact, and focus on those with long - term effects.
- And list solutions and working methods corresponding to different problems.



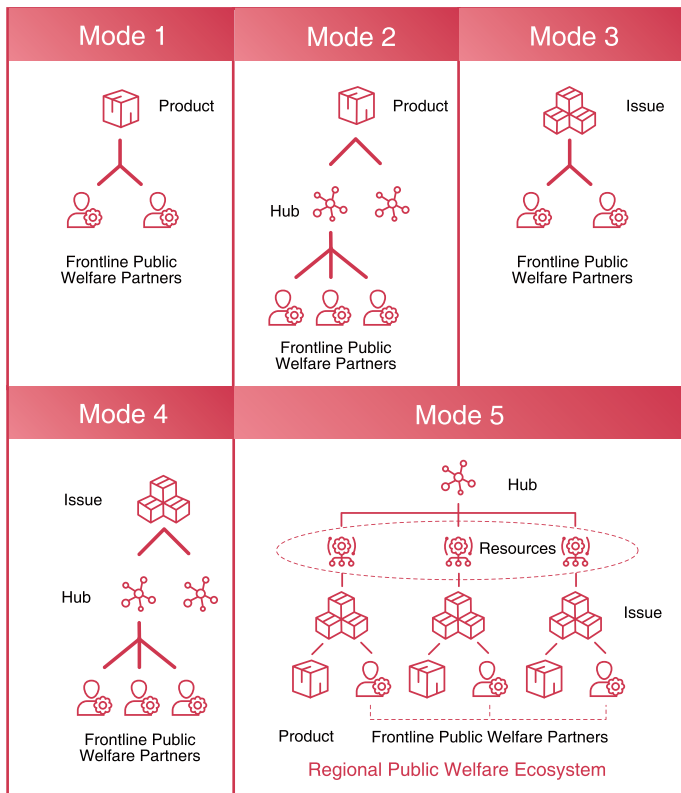


- The Volunteer Product Canvas has 12 elements
- The canvas helps heads of public welfare products with structured and visualized product sorting
- Can standardize elements in the canvas through cases
- Form best practices for relationships between elements

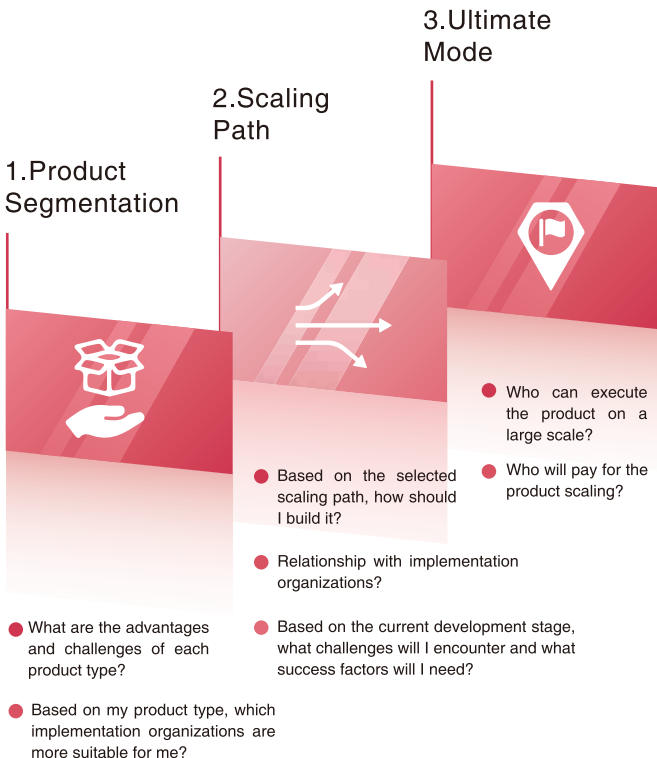


48 Five Scaling Modes

AREA 11 // DEBRIEFING,
RECOGNITION AND
ONGOING ENGAGEMENT
FOR THE VOLUNTEER



MEASURING IMPACT



**Understand
and determine
a career**

Start by understanding
SDGs, identify the most
concerned/impression -
making goals

**Connect with
the surrounding
environment**

Relate to national/community
challenges like gender equality,
think about response actions

01

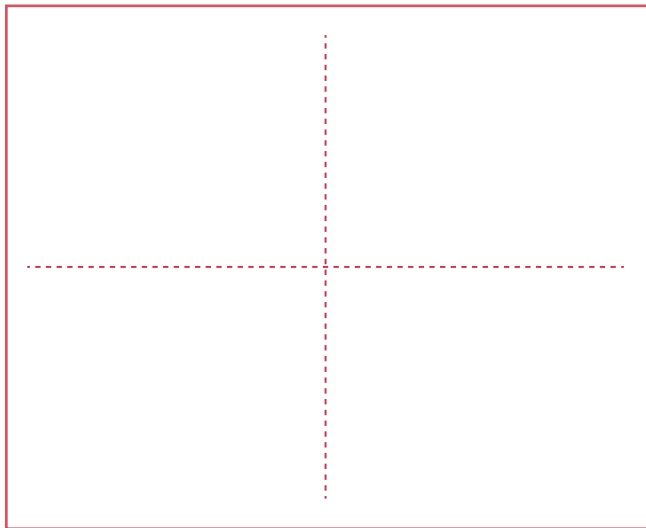
02

03

Take action

Develop projects/initiatives
based on selected goals,
promote cooperation

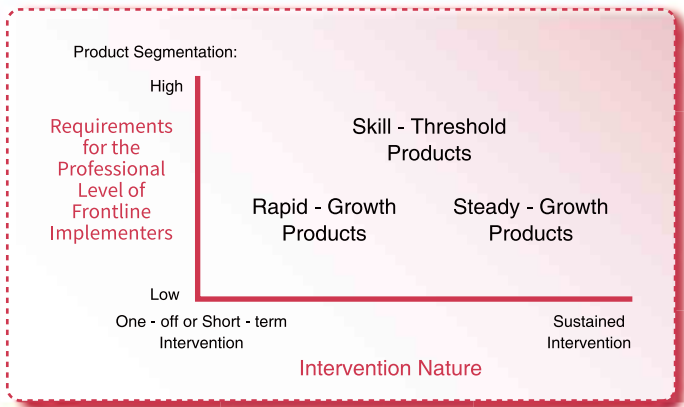




Describe the Service

- It is very important to be real and emotional, and write a complete story.
- The storyboard focuses on the marginal zone where screen tasks and offline tasks combine.
- Tell how volunteers integrate the proposed solutions into their lives.
- Focus on how the solutions help overcome key problems.





- **Rapid - Growth Products:** Relatively easy to replicate. Frontline personnel can start implementation after completing relevant training. The intervention nature is one - off or relatively short - term. This type of product is more suitable for expanding public participation or raising public awareness.
- **Steady - Growth Products:** Relatively easy to replicate: Frontline personnel can start implementing the product after completing relevant training. However, the sustainability of the intervention for this type of product requires the implementing organization to make long - term investments for replication.
- **Skill - Threshold Products:** Usually have high requirements for the professional and technical level of frontline implementers. Solving many social problems requires the participation of frontline personnel with professional skills, and this type of product can just meet relevant needs.



Identify Opportunities

Internal Factors

Strengths

*In what aspects does your team have certain strengths/skills?
Compared with others, what unique low - cost resources can you obtain?
What are the distinctive features of your product?*

Weaknesses

*What can you improve?
What can you avoid?
What things will be regarded as weaknesses by others?*

External Factors

Opportunities

*Is there a need among people?
For whom is it a necessity?
Are there other options/preferences?
Does your product have a story to tell?
Can modern technology help you?*

Challenges

*What challenges do you face?
What are your competitors doing?
Does modern technology make things more difficult?
Is there a difficulty in funding?*

- First, clarify the team's goals; it is not a description of objective phenomena, but a solution strategy
- Determine the analysis boundary; reject conclusions that are broad, empty, and completely unimplementable
- When listing, scores can be marked as a basis for subsequent priority ranking





网站Website: www.youthdl.com
邮箱Email: youthvp@126.com
电话Phone: 0411-8411 2011

