



**STANDARD OPERATING PROCEDURE:  
MUSKAN FOUNDATION VOLUNTEER AND INTERNSHIP PROGRAMME**



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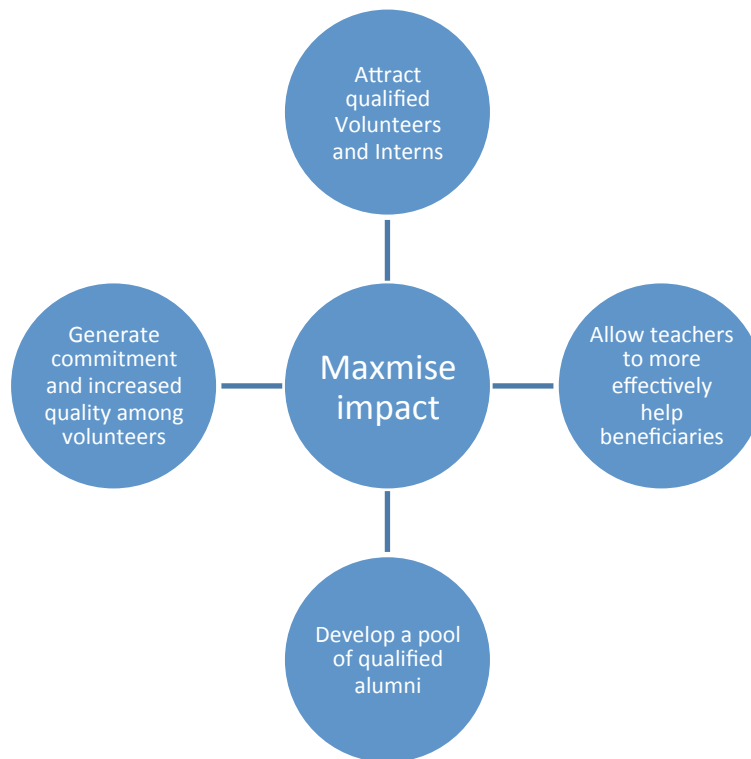
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## 1. Introduction

This manual provides the staff at Muskan with tools and guidelines for the Volunteer and Intern Programme. This policy has been created in order to ensure that the programme will help Muskan maximize its impact. A Volunteer and Intern policy shows that Muskan values the time and effort of our Volunteers and Interns. Referring to a written policy means that decisions are not made on an ad hoc basis, that the best possible Volunteers and Interns are targeted and recruited, and that all Volunteers and Interns are treated equally and fairly.

This Volunteer and Intern Standard Operating Procedure has been developed in order to achieve the following:



### Manual Structure

Our strategies are explained in the section ***Muskan Volunteer and Intern Programme***. This section outlines why the programme is important for the organization and summarizes job descriptions.

Next the ***Recruitment*** process is outlined flowing from potential pipelines, to advertisement, to the application process and finally the interview process.



The manual then discusses the **Orientation** process in which expectations and structure for Volunteer's and Intern's work is set.

Supervision and monitoring and complaints and concerns protocol are discussed under the **Work Management** heading.

Finally the guide discusses **Exit Policy** and **Alumni Relations** for ensuring that Volunteers and Interns remain supportive members of Muskan's network.

All sections describe the Goals, Process and Tools for each process of the Volunteer and Intern Programme. Guidelines and best practices for each step of the process are explained in this manual. The appendix contains all necessary templates and forms for the Volunteer and Intern programme.

## 1.1 Muskan Vision and Mission

Muskan provides a spectrum of customized services ranging from early intervention, education, therapy, counseling and MDVI awareness.

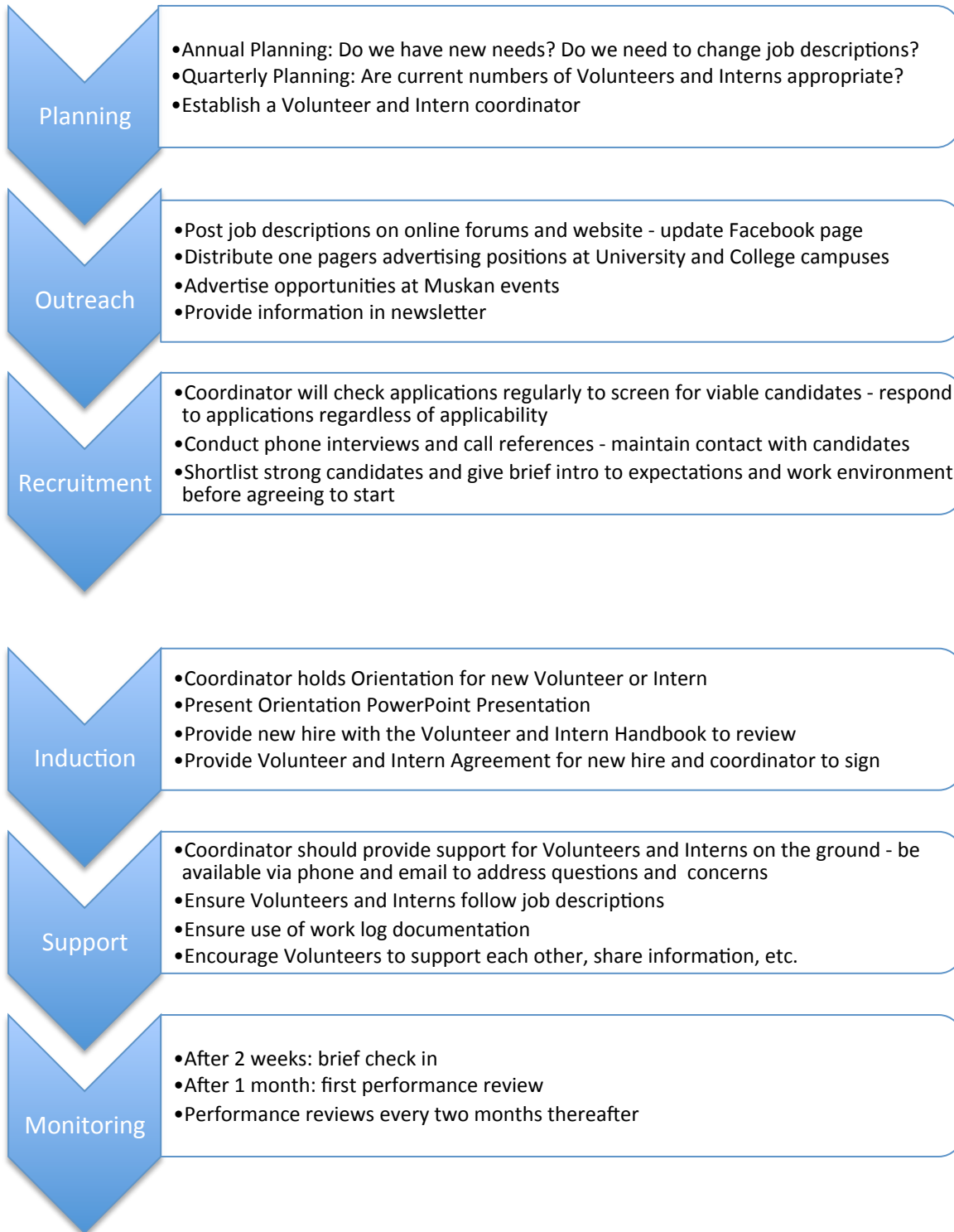
Our vision is that every child with multiple disabilities should be able to live an independent, confident and happy life.

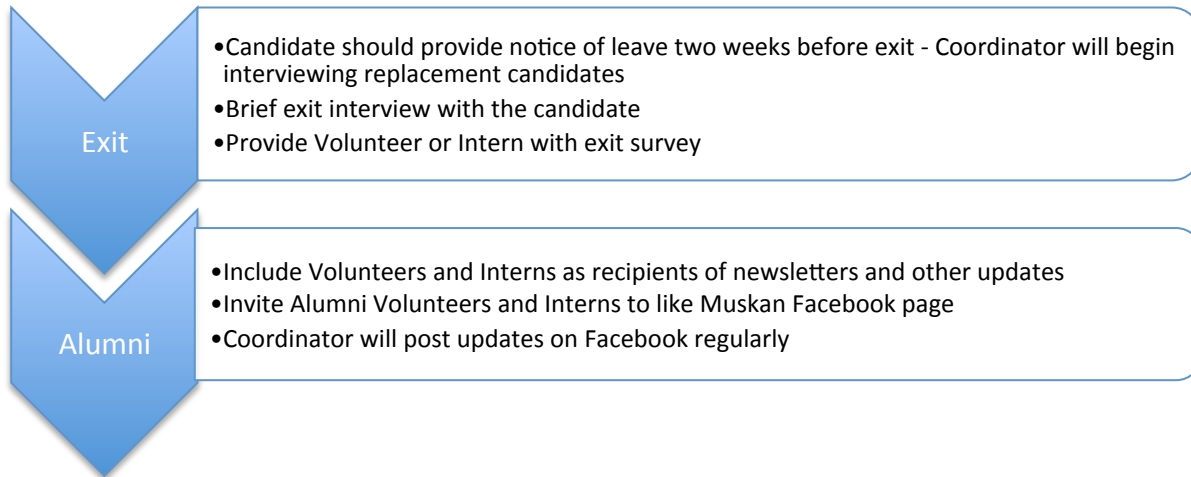
Our mission is to maximize the potential of children with multiple disabilities by providing a nurturing environment that offers customized, comprehensive and cost effective services and equips parents with the knowledge and confidence to sustain the child's development.

Muskan Foundation addresses the lack of services, awareness and support that hamper mainstream opportunities for children with multiple disabilities and visual impairment.

## 1.2 Overview of Volunteer and Intern Process

Below is an overview of the Muskan policy in managing potential, current, and alumni Volunteers.





All necessary forms and documents to support the above processes are included in the Appendix. This includes:

- 1) Recruitment Pipelines
- 2) Volunteer Job Descriptions
- 3) Intern Job Descriptions
- 4) Application Forms for Volunteers and Interns
- 5) Template Emails
- 6) Script for Interviews
- 7) Work Agreement
- 8) Volunteer and Intern Handbook
- 9) Periodic Feedback Forms
- 10) Exit Form

The Muskan Volunteer Programme will allow the Foundation to harvest talented individuals from the community to help provide our beneficiaries the best services we can offer. While the Volunteers may not be in direct contact with students, the efforts they take will directly benefit them by spreading awareness, building resources, and allowing staff to more effectively run the centres and provide services.

By adhering to a strict programme for Volunteers Muskan will create a well-known and credible Volunteer Programme that will be sought out by dedicated Volunteers across the city.



## 2. Muskan Volunteer Programme

This section outlines why Muskan needs Volunteers and gives a brief description of the available Volunteer positions.

### 2.1 Why Volunteers?

Volunteers are important for Muskan in order to help us achieve our programme and organizational goals. Volunteers fill the gap where we need increased support.

By recruiting and maintaining high quality Volunteers, Muskan can:

- Fill gaps in skill sets of current staff
- Free up time and energy for staff to focus on teaching, therapy, programme development, and leadership by managing essential but time-consuming processes that support programme functioning
- Provide extra support for occasions outside of day to day work
- Lend expertise in special areas (such as technology)

We want our Volunteers and Interns to leave a legacy behind. With their commitment and hard work Muskan can improve special educational outcomes and increase disabled children's opportunities. The success of Muskan programmes can be traced to the passion and energy of its Volunteers and Interns. We want our Volunteers and Interns to have:

- The chance to play an active role in Muskans continuous development as an organization
- The satisfaction of knowing they are making a valuable contribution to Muskan by working with staff and beneficiaries to improve educational and personal development
- The enjoyment of meeting new people and being part of a supportive team
- A valuable personal and professional experience

### 2.2 Volunteer Positions

This section offers job descriptions for the Volunteer positions that Muskan currently offers. Depending on the number of beneficiaries and potential growth, the number of Volunteers may be modified in the future.

#### Volunteer Planning

Each quarter Muskan leadership will discuss the state of the Volunteer programme. Changes to quantity, job titles, and job descriptions may be slightly modified. It is essential to monitor the successes and failures of the programme and make necessary modifications in order for Muskan to fully capitalize on the resources offered by potential Volunteers.





There are six available Volunteer positions with Muskan. Volunteers are needed at all three centres on a case-by-case basis: Bandra East, Goregaon, and Wadia. The available Volunteer Positions are as follows. **Full Job Descriptions can be found in the appendix.**

### Administrative Associate

The Administrative Associate will have two main responsibilities: scanning and filing information on beneficiaries and dispersing materials on Muskan throughout neighborhoods in Mumbai. The Volunteer should have strong organization and time management skills, excellent communication skills, and the ability to work independently.

Muskan requires **one Volunteer two days a week** to fill this role at the Bandra Centre. The Administrative Associate will not be tasked with unrelated Administrative roles. He or she will also have no direct contact with beneficiaries.

### Creative Design Associate

The Creative Design Associate will assist teachers with art projects, create education materials and teaching aids, help produce publication materials, and conduct weekly photography sessions of beneficiaries.

There will be **one Volunteer at the Bandra East Centre and up to three at the Goregaon Centre**. The Volunteer will stay from 2:00 pm – 5:00 pm and will aid teachers two days per week. The Volunteer will have no direct contact with beneficiaries.

### Event Planning Associate

The Event Planning Associate will help staff plan major holiday parties celebrations by assisting in the invitation process, helping coordinate logistics such as food, beverages, seating, and decorations, attending Muskan events, and taking photographs on the day of the event.

Recruitment for the position should begin 6 weeks before the event. The position is not full time. Muskan requires an event-planning associate from two weeks before the event and on the day of. The position requires work during the weekdays.

### Technology Associate

The Technology Associate will help make updates on the Muskan website and create distribution materials such as pamphlets and awareness information. The Volunteer should have experience with graphic design and Corel Draw software.

The Volunteer will not work directly from the centres. They will dedicate approximately 20 hours per month but can work remotely.



### Social Media Associate

The Social Media Volunteer will work with staff to market Muskan to the community through social media and participation in community events. He or she will have a background in social media and experience running Facebook, Twitter, and other platforms for a professional organization. He or she will also research potential community events for Muskan to become involved with.

This Volunteer will contribute at least five hours per week and can work remotely. Ideally the candidate will work with Muskan for a minimum of three months, preferably longer.

### Awareness Drive Team Member

The Awareness Drive Team will accompany staff at awareness drives at the corporate, college, and school level. The Team will be made up of **4-5 Volunteers** with the overall goal to spread awareness about Muskan and MDVI.

All team members will partake in an initial Muskan training. Members of the team will join staff roughly 6 times per year at two-hour events.

## 3. Muskan Intern Programme

This section outlines why Muskan offers Internships and gives a brief description of the position.

### 3.1 Why Interns?

Muskan Internships are mutually beneficial for the organization as well as the students partaking in them. Interns are important for Muskan to create partnerships with college and university students who wish to conduct case study research in the MDVI field.

Unlike Volunteers, Interns may have direct contact with beneficiaries. During the application phase, Interns submit a written proposal outlining the specific case study that they wish to complete at Muskan. Interns are enrolled in programmes tailored to MDVI education.

The success of Muskan programmes can be traced to the passion and energy of its Volunteers and Interns. We want Interns to have:

- The chance to play an active role in Muskan's continuous development as an organization
- The satisfaction of knowing they are making a valuable contribution to Muskan by working with staff and beneficiaries to improve educational and personal development
- A valuable personal and professional experience by completing their case study research in a growing MDVI education and therapy centre



### 3.2 Intern Positions

Muskan does not offer predefined Internships. Instead, college and university students can submit an online application detailing the study they wish to complete. Muskan management will then review the application and conduct an interview with the candidate. If the study and candidate are a good match, they will move on to Intern orientation. Unlike the Volunteer Programme, Internships will be limited based on the needs and present conditions of the three Muskan centres.

## 4. Recruitment

In order to secure high quality Volunteers and Interns for Muskan it is essential to recruit from appropriate sources, provide a thorough application to assess skills, and conduct interviews to ensure consistency in potential candidates.

### 4.1 Recruitment Pipelines

Below are some of the main pipelines that Muskan will use to recruit Volunteers and Interns. This list is by no means restrictive. Other potential recruitment pipelines are encouraged. A full list of potential pipelines is provided in the appendix.

- *Colleges and Universities* – Students who require Volunteer hours for academic credit likely have the drive to volunteer, particularly if they are able to gain professional skills. This will be the main recruitment pipeline for Muskan Interns.
- *Expat Communities* – Many expatriates join family in Mumbai and, due to visa regulations, are unable to gain employment. Many of these individuals are skilled workers and can greatly contribute to Muskan by Volunteering.
- *Women's Clubs* – Volunteer opportunities are popular among women's groups. Many skilled women do not have full time employment but are willing and able to volunteer.
- *Nonprofit Job and Volunteer Websites* – Potential Volunteers use sites such as Idealist and Indeed to search for Volunteer opportunities.
- *Relevant Foundations* – Many foundations either do not accept volunteers or have filled their capacity. Making connections with these foundations and alerting them that Muskan is accepting dedicated Volunteers will channel candidates to Muskan. This can also be a recruitment source for Interns.



## 4.2 Advertisement

Volunteer and Intern positions will be advertised in a variety of ways including:

- The Muskan Foundation website
- The Muskan Foundation Facebook page
- College advertisement boards
- Online boards for expats such as InterNations and the Bombay Expats Facebook Group
- Online boards for women's groups
- Online websites such as Indeed and Idealist
- Materials advertising openings distributed to relevant foundations

The application for Volunteers and Interns is found on the Muskan website. The application is a Google survey that allows candidates responses to be pooled in a concise fashion, thus streamlining the candidate reviewing process for management. Every channel that advertises openings should include the link to the Muskan Foundation website.

Advertising Volunteerships and Internships will take place online, by distributing hard materials, and through word of mouth. The goal is to spread awareness that Muskan has a high quality Volunteer programme and recruit individuals who genuinely want to work with Muskan.

## 4.3 Application

There will be two applications on the Muskan website, one for Volunteers and one for Interns.

The Volunteer application asks for general background information, availability, language proficiency, references, and a series of questions meant to gauge interest and experience.

The Intern application asks for similar background information and questions regarding experience and interest. In addition, the application asks for the candidate to discuss the potential Internship case study they wish to complete at Muskan.

The full application for Volunteers and Interns is included in the Appendix under *Application Forms*. The application will be submitted through a Google survey. The email associated with all Volunteer and Intern activities is as follows:

**Gmail login:** [muskanvolunteers@gmail.com](mailto:muskanvolunteers@gmail.com)

**Password:** volunteerintern

Once per week the Volunteer and Intern manager should examine and respond to submitted applications. Three potential responses will be provided for the candidate via email:



1. If the candidate is desirable, they will be invited to participate in a phone interview.
2. If the candidate is desirable but there are no available positions, we will let them know that we will keep their application on file for the next time a position becomes available.
3. If the candidate is not the right match, they will be sent a message to let them know we are moving in a different direction.

Templates for all three scenarios are included in the Appendix under *Template Emails*.

#### 4.4 Interview Process

After scheduling a time via email, the Muskan Volunteer and Intern coordinator will call the candidate for a brief phone interview. Interview questions are tailored for the specific role that the candidate is applying for. Unlike the online application, interview questions are unique to each Volunteer position.

A basic script and list of questions to ask candidates is provided in the Appendix under *Script for Interviews*. It also includes qualities to look out for during the interview that may help decide whether the candidate is a good fit or not.

After the interview the Volunteer and Intern coordinator will decide whether to hire the individual or not. An email will be sent to the candidate within 1-2 days either offering the position or informing them that Muskan has decided to hire a different candidate. It is important to let candidate know Muskan's decision swiftly. Sample emails for either scenario are in the Appendix under *Template Emails*.

After interviewing candidates, the Volunteer and Intern coordinator should call the candidates references to ensure they have a reliable record with past employers. This is the final stage before offering the candidate the position.

Provided the references are acceptable, the Coordinator should contact the Candidate to inform them that they have been approved. At this time a specific Job Description should be provided, as well as a brief description of what a typical working day at Muskan will be like for them. As part of this description the Coordinator should mention potential variabilities and limitations that are common to Muskan and many NGOs such as limited space or infrastructural challenges. The coordinator will also stress the positives of working with Muskan.

This is an opportunity to address any remaining concerns the Coordinator may have about the Volunteer (for example if she/he has not worked in an NGO before, has never been around people with disabilities, etc.) The Coordinator should give the Volunteer time to consider the offer before accepting. This is not to discourage the Volunteer at all, but rather to weed out potential Volunteers who may not have thoroughly thought through what the Volunteership entails and who may later prove to have challenges with adapting to the environment.



## 5. Orientation

After the orientation date has been set with the new Volunteer or Intern, the Volunteer and Intern coordinator will prepare orientation materials. This includes printing a copy of the Volunteer and Intern Handbook to give to the new hire on the day of orientation. The coordinator will also print a copy of the Volunteer Agreement that will be read and signed by the new hire as well as the coordinator during orientation.

The Volunteer Agreement acts as a work contract, detailing schedule and key responsibilities. During orientation the coordinator and new hire will work through the agreement together to ensure there is no confusion regarding job description and commitment. It is also essential to establish a Calendar of events in regards to the duration of the Volunteership or Internship. The agreement is found in the Appendix under *Work Agreement* and includes general policies, Code of Conduct, and a Child Protection agreement.

### 5.1 Calendar

#### Day 1: Orientation

Volunteer or Intern visits Muskan for orientation. After orientation the Volunteer or Intern will be introduced to the team and get familiar with the centres that they are working in. The Volunteer or Intern will be presented with the orientation presentation, receive a copy of the Volunteer and Intern handbook, and will sign a copy of the Volunteer and Intern Agreement.

#### Day 2: First Official Day

Volunteer or Intern begins work on their project with help of a supervisor. Depending on the nature of the project, more or less supervision may be required.

#### Day 3: Independent Work Begins

Volunteer or Intern begins work independently. Make sure they know that they are welcome and encouraged to ask questions.

#### After 2 Weeks: Check In

Staff will check in with Volunteer or Intern to make sure there are no persisting questions. The staff member will inform the Volunteer or Intern if there are any performance improvements they should be working towards.

#### After 1 Month: Performance Review

Volunteer or Intern will sit through performance review with staff member. Both the Volunteer or Intern and the staff member will fill out a review and feedback form. This is a time to ask questions and discuss any issues. If the Volunteer or Intern has been struggling and not performing their tasks properly, this is the time for a staff member to inform the Volunteer or Intern that the partnership



will not work out and it would be best if they found an alternate organization to Volunteer or Intern with.

**Performance reviews will be conducted every two months for Volunteers and Interns.**

**Daily:**

Volunteer or Intern will track hours and tasks in the work log book in the centres.  
Volunteer or Intern may ask questions pertaining to their job description at any time.

**Case by Base:**

Staff will fill out brief reports for Volunteer or Intern that need to be submitted for academic credit.

## 6. Work Management

The next section details how Volunteers and Interns will be managed while at Muskan.

### 6.1 Supervision and Monitoring

After two weeks, the coordinator should briefly speak with the Volunteer or Intern to make sure there are no pressing questions or concerns.

A performance review will occur after one month. The Volunteer or Intern will sit down with the coordinator and discuss the progress that has been made and any adjustments that should occur.

In the Appendix there are periodic review forms for Volunteers and Interns to complete as well as for Muskan to complete under *Periodic Feedback Forms*.

### 6.2 Complaints and Concerns

During orientation it should be made clear to the Volunteer or Intern that if they have complaints or concerns they should discuss them with the Volunteer Coordinator. Vice versa, if there are issues with the Volunteer or Intern they should be reported to the Volunteer Coordinator as soon as possible in order to swiftly resolve the issue.

Depending on the severity of the offence there are multiple actions to be taken. The Volunteer and Intern coordinator should discuss issues with the perpetrator in question in order to try and resolve the issue. If the issue persists or clearly has no solution, the Volunteer or Intern will be terminated.



If the Volunteer or Intern directly harms a beneficiary or staff member or steals from Muskan their contact will be immediately terminated.

## 7. Exit Policy

The Volunteer or Intern is requested to give two weeks advance notice if they plan to terminate their Volunteership or Internship. Before leaving the Volunteer or Intern will be provided with an *Exit Form* as seen in the Appendix that includes reflection questions meant to help Muskan management improve the Volunteer and Intern programme.

In addition, management will sit down with the Volunteer or Intern and ask a few basic questions about their time at Muskan including but not limited to:

1. Would you be willing to recommend our Volunteer and Internship Programme to your friends, family, or peers?
2. Are there any issues you would like to discuss before leaving the programme?

## 8. Alumni Relations

Maintaining relationships with alumni Volunteers and Interns is essential as they are a potential source of donations and referrals. It is important to maintain partnerships with those who have donated their time to our cause!

- Make weekly updates on the Facebook page about Muskan events
- Keep a list of previous Volunteer and Intern emails – send periodic updates on happenings at Muskan
- Add Volunteers and Interns to the Newsletter feed





## Appendix

### No. 1 – Recruitment Pipelines

Colleges	Expat Community	Women’s Clubs	Nonprofit Job/Volunteer Websites	Relevant Foundations
<ul style="list-style-type: none"> <li>- Dilkhush Teachers Training Centre</li> <li>- College of Social Work</li> <li>- University of Mumbai</li> <li>- Grant Medical College</li> <li>- Institute of Science</li> <li>- K J Somaiya Medical College</li> <li>- King Edward Memorial Hospital</li> </ul>	<ul style="list-style-type: none"> <li>- InterNations</li> <li>- Bombay Expats Facebook Group</li> </ul>	<ul style="list-style-type: none"> <li>- The American Women’s Club of Bombay</li> <li>- Women Empowerment Group Mulund</li> <li>- She Creates Change Mumbai</li> <li>- Second Innings and Relive Dreams for Retired Men and Women</li> <li>- The Women’s World</li> <li>- The Indian Networker</li> </ul>	<ul style="list-style-type: none"> <li>- Idealist</li> <li>- Volunteer Mumbai</li> <li>- Indeed</li> <li>- “Help Your NGO”</li> </ul>	<ul style="list-style-type: none"> <li>- National Association for the Blind</li> <li>- Autism Society of India</li> <li>- Indian Academy of Cerebral Palsy</li> <li>- ADAPT</li> <li>- National Association of the Deaf</li> </ul>

### No. 2 – Volunteer Job Descriptions

#### Administrative Associate

Location	Responsibilities	Skills	Commitment	Expectations
Bandra East or Goregaon West	Scanning and filing updated information on beneficiaries; dispersing materials on Muskan throughout Mumbai	Strong organization and time management skills; excellent communication skills ability to work independently	Two days per week	Muskan expects the administrative associate to conduct him or herself in a professional manner, particularly when dispersing materials in the community. In turn, Muskan will provide the associate with the opportunity to gain administrative skills that can be applied in future positions.



### Creative Design Associate

Location	Responsibilities	Skills	Commitment	Expectations
Bandra East or Goregaon West	Assist teachers and teaching assistants with art projects; create publication materials, education materials, and teaching aids; conduct weekly photography sessions of beneficiaries partaking in activities; contribute to the creative learning process of the beneficiaries; Assess and manage effective use of classroom space	Organization skills; creative outlook; dedication to providing beneficiaries with creative outlets	14:00-17:00 two days per week at the Bandra East Centre or the Goregaon Centre	As a creative associate at Muskan the volunteer will be expected to aid teachers in creating arts and crafts materials for the beneficiaries. These activities greatly help the students on a day-to-day basis, making the role essential for beneficiaries to express themselves creatively. The associate will improve creative abilities, gain insight to Muskan's daily functions, and allow teachers to more efficiently spend time with beneficiaries.

### Event Planning Associate

Location	Responsibilities	Skills	Commitment	Expectations
Bandra East or Goregaon West	Help staff plan major holiday parties and festival celebrations; assist in invitation process; help coordinate logistics such as food and beverages, seating materials, and decorations; attend Muskan events and help staff throughout event; photography on the day of the event	Excellent communication and organizational skills; ability to work independently; command of English	From two weeks before event and day of; will require work during weekdays	The event-planning associate is expected to take initiative when helping plan major events. They will help organise the logistics of events and work alongside staff to ensure the success of the occasions. Muskan events are crucial for involving the organization with the community. The volunteer is expected to conduct him or herself professionally when representing Muskan. In turn, Muskan will provide the volunteer with experience in event planning and coordination.



## Technology Associate

Responsibilities	Skills	Commitment	Expectations
Work with staff to make essential updates to Muskan website; creating distribution materials such as pamphlets and awareness information	Command of English; knowledge and grasp of Corel Draw software; basic graphic design skills	20 hours per month	The technology associate is expected to dedicate 20 hours per month to work with staff updating the website and creating graphics for Muskan distribution materials. The candidate is expected to be professional and organise as all output will represent Muskan in the community. The candidate will gain valuable experience in graphic design and website management. This position requires work from home so the volunteer will not be required to visit the office regularly.

## Social Media Associate

Responsibilities	Skills	Commitment	Expectations
Working with staff to market Muskan to the community through social media and participation in community events; researching potential community events for Muskan to become involved with; working with staff to run Facebook, Twitter, Instagram, etc.; help promote the opening of the new Muskan centre at Wadia hospital to the community; help staff advertise volunteer opportunities at Muskan to secondary schools and Universities in Mumbai; using social media platforms on to spread awareness on multiple disabilities	Strong grasp of multiple social media platforms; Excellent interpersonal skills; Command of English	Minimum 3 months; 5 hours per week	The media associate will work with staff to ensure Muskan has a strong social media presence in the community. It is expected that the candidate represent Muskan in a professional manner that is in line with company goals. The volunteer should research events in Mumbai that Muskan could potentially participate in. In addition, the volunteer should be able to provide examples of previous social media projects. This position requires work from home so the volunteer will not be required to visit the office regularly.

## Awareness Drive Team

Responsibilities	Skills	Commitment	Expectations
Join staff and small Awareness Team in conducting Muskan awareness drives at the corporate, college, and school level; participate in brief Muskan training; attend weekday events and assist staff in spreading awareness	Excellent communication and interpersonal skills; Willingness to learn and spread awareness about children with multiple	Initial short Muskan training; 2 hour weekday events, 6 times per year	As a member of the Muskan Awareness Drive team, the volunteer is expected to represent Muskan professionally in the community at corporate, college, and school events. The volunteer will be joining a team excited about spreading awareness and willing to talk to people at events about Muskan and the cause.



about Muskan and  
multiple disabilities

disabilities

### No. 3 – Intern Job Description

Many Universities in Mumbai require case study internships in addition to regular coursework. Muskan offers a unique opportunity for candidates to work directly with beneficiaries and aid teachers while completing degrees related to multiple disabilities. If you believe an internship with Muskan would contribute to your academic success, please submit an application detailing the project you wish to collaborate on with Muskan.

### No. 4 – Application Forms (Volunteer and Intern)

*Below is the sample form. All applications will be submitted through a Google Survey.*

#### Volunteer

**Name:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**University and Degree:** \_\_\_\_\_

**Current Occupation:** \_\_\_\_\_

#### Select Position to Apply For:

- Administrative Associate
- Creative Design Associate
- Event Planning Associate
- Technology Associate
- Social Media Associate
- Awareness Drive Team Member

**{Attach CV}**

**State your time / day availability below:**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

Muskan Foundation

15, Prashanti, Kalanagar, Bandra (E), Mumbai, 400051 – Telephone: 26592745 / 32174883



**Describe your language proficiency below:**

*Hindi:*      \_\_familiar spoken      \_\_proficient spoken      \_\_fluent spoken  
                  \_\_knowledge written      \_\_intermediate written      \_\_advanced written

*Marathi:*    \_\_knowledge spoken      \_\_intermediate spoken      \_\_advanced spoken  
                  \_\_knowledge written      \_\_intermediate written      \_\_advanced written

*English:*     \_\_knowledge spoken      \_\_intermediate spoken      \_\_advanced spoken  
                  \_\_knowledge written      \_\_intermediate written      \_\_advanced written

**State your educational background (Degrees/Diploma, Institution, Year of Completion)**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Please list any relevant skills you can contribute to Muskan for the Volunteer Position you are applying for:**

**How did you hear about Muskan and the Volunteer Programme?**

**Why are you interested in Volunteering for Muskan? Include any special interest or experience with education and disability.**

**What are your expectations from Muskan as a Volunteer?**

**Please describe relevant previous experience Volunteering.**

**Please Provide Two Academic or Professional References:**

Name: \_\_\_\_\_

Relation/Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Relation/Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

**Potential Start Date and Desired Length of Volunteer Term:**

\_\_\_\_\_

**Desired Location (Please select one or both):**

- Bandra East Centre
- Goregaon Centre

Muskan Foundation

15, Prashanti, Kalanagar, Bandra (E), Mumbai, 400051 – Telephone: 26592745 / 32174883



## Intern

**Name:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**University and Degree:** \_\_\_\_\_

**Current Occupation:** \_\_\_\_\_

{Attach CV}

**State your time / day availability below:**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

**Describe your language proficiency below:**

*Hindi:*           \_\_knowledge spoken                   \_\_intermediate spoken \_\_advanced spoken  
                  \_\_knowledge written                   \_\_intermediate written \_\_advanced written

*Marathi:*       \_\_knowledge spoken                   \_\_intermediate spoken \_\_advanced spoken  
                  \_\_knowledge written                   \_\_intermediate written \_\_advanced written

*English:*       \_\_knowledge spoken                   \_\_intermediate spoken \_\_advanced spoken  
                  \_\_knowledge written                   \_\_intermediate written \_\_advanced written

**State your educational background (Degrees/Diploma, Institution, Year of Completion)**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**How did you hear about Muskan and our Internship Programme?**

**Please list any relevant skills you can contribute to Muskan throughout your internship:**

**Please describe relevant previous experience:**

**Why Intern for Muskan?**



**Please discuss an Internship Project that you wish to conduct at Muskan. Detail the project and describe how it will help your academic, professional, and personal growth.**

**What are your expectations from Muskan as an Intern?**

**Please Provide Two Academic or Professional References:**

1. Name: \_\_\_\_\_
2. Relation/Title: \_\_\_\_\_
3. Phone Number: \_\_\_\_\_
4. Email: \_\_\_\_\_

**Potential Start Date and Desired Length of Internship:**

\_\_\_\_\_

**Desired Location (Please select one or both):**

- Bandra East Centre
- Goregaon Centre

## No. 5 – Template Emails

### Stage 1: Pre-Interview

#### Invite to Interview

“Dear xyz,

Thank you for submitting your application with the Muskan Foundation. We appreciate your interest in the \_\_\_\_\_ position and believe you may be a great addition to the team. We would like to schedule a brief phone interview with you to make sure Muskan is a right fit for you. Please respond with your availability and we will coordinate a time for you to talk with a member of our staff.

Looking forward to speaking with you soon.

Sincerely,  
The Muskan Team”

#### Keeping Application on File

“Dear xyz,

Thank you for submitting your application with the Muskan Foundation. We appreciate your interest in the \_\_\_\_\_ position. Unfortunately at the moment we have filled all of our available



**(volunteer/intern)** positions. We will keep your information on file and contact you as soon as the position becomes available.

Sincerely,  
The Muskan Team”

#### Rejection From Interview Process

“Dear xyz,  
Thank you for submitting your application with the Muskan Foundation. We appreciate your interest in the \_\_\_\_\_ position. **(Volunteers/Interns)** play a large part in helping organizations such as Muskan succeed. For the moment we have decided to fill the position with a more qualified candidate. Thank you again for your interest.

Sincerely,  
The Muskan Team”

#### Stage 2: Post-Interview

#### Offering Candidate Position

“Dear xyz,

Thank you so much for interviewing with us for the \_\_\_\_\_ position. After reviewing your application and interview we would like to formally invite you to join our **(Volunteer/Intern)** programme.

The Muskan Foundation is dedicated to providing education, intervention, and therapy to children in the community with multiple disabilities. As a **(Volunteer/Intern)** with Muskan we expect that you share our vision to help every child with multiple disabilities live an independent, confident and happy life. Here at Muskan we take extreme care to ensure our beneficiaries are safe, comfortable, and well provided for. If you believe you are capable of joining a sensitive, caring team then you will greatly enjoy your time at Muskan.

To remind you, your job description as a **(Volunteer/Intern)** includes a variety of tasks including:  
**{Insert specific job description.}**

Volunteers and Interns at Muskan have the unique opportunity to work with staff and increase organizational capacities by providing support to teachers and management. The set up at each of our centres can be different on a daily basis. As physical space is limited, a few of our Volunteer positions are conducted remotely. For the positions that function within the centres it is essential to know that there may be occasions when you are asked to work remotely simply because of space issues. In addition, our centres sometimes undergo infrastructural challenges that can change working conditions. Our Volunteers and Interns should be flexible and willing to adapt to changes in office structure.

As a **(Volunteer/Intern)** at the Muskan Foundation you will gain experience working with a growing NGO. Our **(Volunteer/Intern)** programme is essential for Muskan to successfully operate on a daily basis. As a **(Volunteer/Intern)** you will be helping to ensure our beneficiaries are receiving excellent care and as well as

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gaining skills that will help your own personal growth. Our daily operations are based on providing care and education for the children. As a **(Volunteer/Intern)** we expect you to treat all staff and beneficiaries with sensitivity and care.

Please consider if Volunteering or Interning with Muskan is a position you are willing and excited to take on. We take care to ensure strong relationships between our staff, Volunteers, and Interns and hope to create a team of dedicated individuals.

If you decide to accept, your orientation for the \_\_\_\_\_ position is \_\_\_\_\_ at \_\_\_\_\_ at the \_\_\_\_\_ centre. During this orientation a member of our staff will discuss with you Muskan guidelines and restrictions as well as your schedule. Please confirm that you are able to attend orientation on \_\_\_\_\_.

We look forward to meeting you and to have you on the team.

Sincerely,

\_\_\_\_\_

#### Rejecting Candidate from Position

“Dear xyz,

Thank you so much for interviewing with us for the \_\_\_\_\_ position. The Muskan Foundation is dedicated to providing education, intervention, and therapy to children in the community with multiple disabilities.

After reviewing your application and interview we are unfortunately unable to offer you the position at this time. We appreciate your interest and encourage you to stay in touch.

Sincerely,

\_\_\_\_\_



## No. 6 – Script for Interviews

### Volunteer – Administrative Associate

- Tell me about you – what is your educational and professional background?
- Do you have prior experience working as a volunteer with an NGO?
- Why do you want to volunteer with Muskan?
- Do you have experience working as in administration? Tell me about it.
- How comfortable are you with computers and filing systems?
- Tell me about a time when you had a challenge with a superior – how did you resolve it?
- What is your weekly availability?

*Things to look out for:*

- *Is the candidate sure of themselves? Do they seem confident in their skills?*
- *Does the candidate have enough time to volunteer? Will they be reliable?*
- *Does the candidate seem interested in Muskan?*
- *It is okay if they don't have extensive administration experience as long as they seem dedicated, confident, and willing to learn.*
- *Are you going to have to spend a lot of time filling out paper work for the candidate's volunteer requirement at school? Take in to consideration.*

### Volunteer – Creative Design Associate

- This volunteer position will mostly be arts and crafts and preparing creative materials for the teachers and the beneficiaries. Is this something that interests you?
- Tell me about you – what is your educational and professional background?
- Do you have prior experience working as a volunteer with an NGO?
- Why do you want to volunteer with Muskan?
- Tell me about a time when you used creative skills in a project.
- Describe a time when you faced a challenge at work or at school – how did you overcome it?

*Things to look out for:*

- *Is the candidate comfortable with working in the background?*
- *Does the candidate seem like they will be able to practice patience and flexibility in the office?*
- *Will this candidate be reliable to show up when they are expected?*
- *Will the candidate bring a positive attitude to Muskan? This is essential.*

### Volunteer – Event Planning Associate

*Should conduct interview in English to ensure command of the language.*

- Tell me about you – what is your educational and professional background?
- Do you have prior experience working as a volunteer with an NGO?
- Why do you want to volunteer with Muskan?
- What is your experience with event planning? Tell me about it.
- Tell me about a challenge you have faced at work – how did you resolve it?
- Are you available to attend weekday and weekend day events?

*Things to look out for:*

- *Is the candidate able to communicate easily?*
- *Will the candidate bring excitement to Muskan events?*



- *Does the candidate have past experience with event planning? If not, what skills will they be able to use in order to plan events?*

### **Volunteer – Technology Associate**

*Should conduct interview in English to ensure command of the language.*

- Tell me about you – what is your educational and professional background?
- Do you have prior experience working as a volunteer with an NGO?
- Why do you want to volunteer with Muskan?
- What is your experience working with our website platform? Can you provide us with some examples of website you have worked on?
- Tell me about a challenge you have faced at work – how did you resolve it?
- Task:
  - Examine previous work done on websites and graphic design.
  - Ask candidate to put together a sample awareness pamphlet – take information from Muskan website

*Things to look out for:*

- *Does the candidate have experience working on website in our specific platform?*
- *Look at past work – Is the language used clear, concise, and professional?*

### **Volunteer – Social Media Associate**

*Should conduct interview in English to ensure command of the language.*

- Tell me about you – what is your educational and professional background?
- Do you have prior experience working as a volunteer with an NGO?
- Why do you want to volunteer with Muskan?
- What is your experience working with social media? Can you provide us with examples of companies you have done social media for?
- Tell me about a challenge you have faced at work – how did you resolve it?
- Task:
  - Examine social media portfolio to assess capabilities.
  - Ask candidate to prepare 5 potential tweets and a Facebook post for multiple disability awareness

*Things to look out for:*

- *What is the candidates past experience with social media?*
- *Look at the work this candidate has done – was it*
- *Will the candidate be able to work on Muskans social media long term? They need to be with us long enough to ensure consistent social media presence.*

### **Volunteer – Awareness Drive Team Member**

- Tell me about you – what is your educational and professional background?
- Do you have prior experience working as a volunteer with an NGO?
- Why do you want to volunteer with Muskan?
- What is your experience working on a team?
- Tell me about a challenge you have faced at work – how did you resolve it?
- Task:



- Ask candidate to “sell” something – can be simple. Tell them to pick any cause and sell to you why you should care and become involved.

*Things to look out for:*

- *Does the candidate have any relevant experience?*
- *Is the candidate going to be reliable when events are only every other month?*
- *Are they based in Mumbai or just here for the short term?*
- *Is this a good candidate to be representing Muskan in the community?*

### **Intern**

- Tell me about you – what is your educational and professional background?
- Do you have prior experience working with an NGO?
- Why do you want to intern with Muskan?
- What is your background working with children with multiple disabilities?
- Tell me about the internship project you plan to take on.
- How will you use your experience at Muskan for academic pursuits?
- Task:
  - Ask the candidate to visit the site. The task itself is having a prepared plan, but it is essential for the intern candidate to visit Muskan and become making sure it’s the right fit before officially being offered the position.

*Things to look out for:*

- *Is the candidate’s field of study related to multiple disabilities?*
- *Is the candidate’s project legitimate?*
- *Will the candidate positively affect Muskan and the beneficiaries?*
- *How long is the internship? What will be required from Muskan staff in return?*

## **No. 7 – Work Agreement**

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Occupation:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Emergency Contact:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Orientation Date:** \_\_\_\_\_

**Start Date:** \_\_\_\_\_

**Duration of Stay (If Known):** \_\_\_\_\_

### **Schedule**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>

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This Code of Conduct is intended to serve as a general framework to help create a safe and secure environment for Muskan Foundation by setting policy and providing guidelines for the staff, paid and unpaid, for preventing harmful behavior, and for properly reporting and responding to any incidents of harm. All staff, paid and unpaid, are expected to know the Child Protection Policy of Muskan and are expected to follow all procedures as outlined in this document for the care of children. Failure to do so may result in disciplinary action, up to and including termination, and, if necessary, legal action.

As a Volunteer or Intern at Muskan I declare the following:

- 1) I agree to work under the Child Protection Policy as a condition of involvement with Muskan Foundation.
- 2) I am not allowed to work alone with a child somewhere which is secluded or where others cannot observe us. Volunteers will not have direct physical contact with children. Any contact between Interns and students will be determined on a case by case basis depending on the nature of their case study.
- 3) I will not leave any child unsupervised with an outside visitor to a programme or scheme.
- 4) No activity or programme is undertaken with children without their parents' written permission.
- 5) I will not use technology (computers, mobile phones, etc.) for accessing, producing or showing any information or violent sexual images that are harmful for children, including adult pornography.
- 6) I will not use physical punishment or chastisement. I will not use language intended to humiliate or degrade children. I will not abuse or behave inappropriately with children in any way, including not to engage in any sexual activity with anyone below the legal age of sexual consent.
- 7) I will report any concerns I may have about the protection of children in accordance with this policy. If I suspect that abusive behavior is being conducted by a school, employee, a child's family member, or other person, I will report my concern to the designated Child Protection person as described below. If this person is not available and the situation is obviously immediately dangerous, I may report to my on-site supervisor, a school administrator, or to a child protection agency.
- 8) I have read the Volunteer and Intern Handbook and will abide by its policies and requirements.

For reasons of confidentiality, I will report any concern regarding the Child Protection Policy to the designated person, in accordance with this policy. He/she will inform the relevant outside organization of the incident. Designated Child Protection Person: **Insert volunteer coordinator!**

Useful external contact: [www.childlineindia.org.in](http://www.childlineindia.org.in)  
Tel: 1098

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I, \_\_\_\_\_ hereby declare that I have read the Muskan Volunteer and Intern Agreement as well as the Volunteer and Intern Handbook and understand their contents, spirits and purpose. I agree to abide unconditionally to the said policies and will ensure that my conduct at all times is in line with Muskan policies.

Signature Muskan Foundation, Date

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Signature Volunteer or Intern, Date



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## No. 8 – Volunteer and Intern Handbook

Welcome to Muskan! It is a pleasure to have you as part of our team.

In order to give you a better understanding of our policies and working conditions during your time with Muskan we provide you with this document of guidelines.

Please read it thoroughly and retain it for your future reference during your Volunteership or Internship with Muskan. If you should have any questions regarding our policies and guidelines, please feel free to ask.

### About Muskan

Muskan Foundation for People with Multiple Disabilities was established in 2007 by Mrs. Dipti Gandhi to offer services for children with multiple disabilities. Muskan, meaning smile, is what we wish to bring children and their families through education, therapy, and early intervention.

Muskan Foundation provides early intervention, education, and therapy counseling to children with multiple disabilities. We also provide MDVI awareness in the community. Muskan currently operates in three centres across Mumbai. Our 1:1 teacher child ratio allows for excellent care and unparalleled attention for each child.

### Vision

Every child with multiple disabilities living an independent, confident, and happy life.

### Mission

To maximize the potential of children with multiple disabilities by providing a nurturing environment that offers customized, comprehensive, and cost effective services and equips parents with the knowledge and confidence to sustain the child's development.

### Services Offered By Muskan

Assessment, Diagnosis and Consultation: Before a child begins a rehabilitation programme it is essential that the child goes through an assessment by a multidisciplinary team. The diagnosis is made on the basis of the assessment and an individualized programme is created.

Direct Treatment: Therapies and treatment provided to children.

Special Education: Treatment and special education go hand in hand. Depending on age, children are enrolled in an early intervention or special education programme. Our teacher to child ratio is 1:1.



Awareness Programmes: The centre endeavors to create awareness about multiple disabilities in the community through trainings, lectures, and presentations.

Mother & Toddler Group: In order to support the parents of children with multiple disabilities Muskan runs the Mother & Toddler programme. This programme helps parents learn and understand how to handle the disabilities of their children from an early age.

## **MDVI**

Multiple disabilities, or MDVI, refers to a child with more than one disability. This can include the following:

- Deafblind (visual impairment + hearing impairment)
- Visual impairment + hearing impairment + mental retardation
- Visual impairment + mental retardation
- Cerebral palsy + mental retardation / hearing / speech / visual problem

As a result of their disabilities, MDVI children can suffer from developmental delays, limited speech and communication, difficulty in mobility, trouble generalizing skills, difficulties with interpersonal relationships, difficulties eating or sleeping, low self esteem, self isolation, and lack of independence.

## **Importance of Volunteers and Interns**

Volunteers and Interns are important for Muskan in order to help us achieve our programme goals. Volunteers fill the gap where we need increased support, and Interns bring new information and perspectives to our programmes.

Your commitment and work with Muskan can improve educational and therapeutic outcomes for our beneficiaries. The contributions of volunteers are greatly appreciated. We want our volunteers to realize the value of their dedication to Muskan.

## **What We Expect From You**

Muskan Volunteers and Interns are expected to treat Muskan staff, beneficiaries, and fellow Volunteers with respect, consideration, and appreciation.

Do not be afraid to ask questions about your job description. Every role is important!

Volunteers and Interns should notify staff at least two weeks before they wish to exit the programme.

Volunteers should avoid physical contact with beneficiaries to protect the integrity of children.

## **What You Can Expect From Us**

Volunteers and Interns are an important and valued part of Muskan. We hope that you enjoy working with us and feel part of our team.





We will introduce you to the basic organization of Muskan and your role through an orientation and any necessary training.

We will provide you with a main point of contact who you can contact with queries or issues regarding your position at Muskan.

We will respect your skills and individual wishes and do our best to meet them.

We will consult with you and keep you informed of possible changes.

We will provide a safe and supporting workplace.

## **Policies**

### Work Log Book

The work log book is located at all centres and must be filled out after every session. Volunteers and Interns should update teachers and staff at the centres about your daily work. In addition, providing feedback is key for the development of our beneficiaries.

### Issues and Support

Please make your manager aware of any suggestions, comments, and feedback you may have. We are here to help and support you as a volunteer.

### Confidentiality

Volunteers and Interns must maintain confidentiality during their time with Muskan. Confidential information about our beneficiaries stays at Muskan.

### Dress Code

In order to respect the communities we work with the dress code is modest. Use your judgment to dress appropriately for the activities you carry out.

### Respect Diversity

We do not allow discrimination against anyone.

### Internal Communication

All Muskan team members are encouraged to communicate and share information between each other whenever necessary in order to continuously ensure Muskans success.

### Punctuality

All Muskan team members must arrive on time each day they are scheduled. If a Volunteer or Intern is running late they are asked to notify management as early as possible.

### Volunteer and Intern Calendar

**Day 1:** Volunteer or Intern orientation. Volunteer or Intern will be introduced to the team and will get familiar with the centres.



**Day 2:** \_Volunteer or Intern begins work on their project with help of a supervisor. Supervision may be more or less required depending on the nature of the position.

**Day 3:** \_Volunteer or Intern will begin to work independently. Questions are welcome and encouraged!

**After 2 weeks:** Brief check in to address any pressing questions or issues.

**After 1 month:** Performance review with Volunteer or Intern and staff member. Both will fill out a review and feedback form.

**Performance reviews will be conducted every two months for Volunteers and Interns.**

#### Working with Co-Workers and Stakeholders

As a Muskan Volunteer or Intern you are expected to behave in a respectful, positive, and professional manner with your co-workers and all internal and external stakeholders. Discrimination or harassment of any kind (verbal, physical, mental, emotional, sexual) is not accepted. When working with students you must treat them in an equal manner. Physical Punishment of students is not allowed at Muskan Foundation.

#### Use of Mobile Phones

Volunteers and Interns will not use their mobile phones for personal reasons during working hours.

#### Misconduct

In case a volunteer acts against the policies of Muskan or other rules given by management, Muskan take the following steps.

1. The management will have a conversation with the volunteer to discuss the behavior in question.
2. If the behavior continues the Volunteer or Intern agreement will be terminated.

The following is a list of zero-tolerance offences that will result in the immediate termination of the Volunteer or Intern.

- Proven guilt for theft or inappropriate removal or possession of Muskan property
- Working under the influence of alcohol or illegal drugs
- Physical or verbal assault of any kind in the place of work
- Forgery or falsification of documents or reports
- Sexual harassment

#### Intellectual Property and Confidentiality

Volunteers may not use, disclose, or communicate to any person confident material or information relating to the business of the organization. Interns must clear material and information to be used with management. Photos and videos are not permitted unless it is part of the job description or specifically requested by Muskan.

#### Teaching Guidelines

Volunteers of Muskan should not disturb teachers and students during sessions. Volunteers are requested not to interfere with the teaching curriculum of the students.

Children with multiple disabilities often have sensory issues. Muskan therefore asks volunteers to avoid all physical contact with children.

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Volunteers are not permitted to develop personal relationships with students, parents, or staff.

Work and projects of Volunteers and Interns are to be submitted as per schedule and the given deadlines.

### **Code of Conduct**

This Code of Conduct is intended to serve as a general framework to help create a safe and secure environment for Muskan Foundation by setting policy and providing guidelines for the staff, paid and unpaid, for preventing harmful behavior, and for properly reporting and responding to any incidents of harm. All staff, paid and unpaid, are expected to know the Child Protection Policy of Muskan and are expected to follow all procedures as outlined in this document for the care of children. Failure to do so may result in disciplinary action, up to and including termination, and, if necessary, legal action.

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- 3) I will not leave any child unsupervised with an outside visitor to a programme or scheme.
- 4) No activity or programme is undertaken with children without their parents' written permission.
- 5) I will not use technology (computers, mobile phones, etc.) for accessing, producing or showing any information or violent sexual images that are harmful for children, including adult pornography.
- 6) I will not use physical punishment or chastisement. I will not use language intended to humiliate or degrade children. I will not abuse or behave inappropriately with children in any way, including not to engage in any sexual activity with anyone below the legal age of sexual consent.
- 7) I will report any concerns I may have about the protection of children in accordance with this policy. If I suspect that abusive behavior is being conducted by a school, employee, a child's family member, or other person, I will report my concern to the designated Child Protection person as described below. If this person is not available and the situation is obviously immediately dangerous, I may report to my on-site supervisor, a school administrator, or to a child protection agency.

For reasons of confidentiality, I will report any concern regarding the Child Protection Policy to the designated person, in accordance with this policy. He/she will inform the relevant outside organization of the incident.

Designated Child Protection Person: **Insert volunteer coordinator!**

Useful external contact: [www.childlineindia.org.in](http://www.childlineindia.org.in)

Tel: 1098

### **Anti-Harassment Policy**

The employer, staff, Volunteers, and Interns are committed to providing a work environment that is free from harassment. Harassment based upon individual's sex, race, ethnicity, national origin, age, religion, disability, or any other legally protected characteristics will not be tolerated. All Muskan team members, paid and unpaid, are expected and required to abide by this policy. No person will be adversely affected in employment with the employer as a result of bringing complaints of unlawful harassment.



**Keeping In Touch**

As a Volunteer or Intern with Muskan you become part of the team. We want to keep you informed after your time working with us. Please like the Muskan Foundation Facebook page to stay up to date!

**Contact**

**Insert contact information for volunteer coordinator**

Bandra Centre

15, Prashanti, Lalanagar, Bandra East, Mumbai, Maharashtra, 400051

Goregaon Centre

10/40, Yashwant Nagar, Opp Apna Bazaar, Goregaon West, Mumbai, Maharashtra, 400062

Telephone

022 26 592745

99 30 386115

75 06 094898

Facebook

[www.facebook.com/muskanfoundation.org](http://www.facebook.com/muskanfoundation.org)

**No. 9 – Periodic Feedback Forms**

**For Volunteers and Interns**

1. Do you have any queries about your job description and role at Muskan that have not been answered accordingly?

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2. Do you have any outstanding issues regarding your role at Muskan?

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3. How can Muskan make your Volunteer or Internship experience more positive and/or fulfilling?

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4. Please list any other positive or negative feedback that you wish to share with the management.

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**For Muskan To Complete Periodically**

1. Evaluate the general performance of the Volunteer or Intern up until this point.

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2. Have there been any issues with the Volunteer or Intern? If so, was the problem resolved efficiently and adequately?

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3. How could the Volunteer or Intern improve his or her performance? Have you discussed this with them?

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**No. 10 – Exit Form**

**Exit Form for Volunteers**

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Start Date:** \_\_\_\_\_

**End Date:** \_\_\_\_\_

1. Did your original job description accurately describe the tasks you were asked to complete at Muskan?

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2. At Muskan did you feel comfortable asking for help?



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3. What could your supervisor do to improve his or her management style and skills?

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4. As a Volunteer what was your favorite part of working with Muskan?

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5. Based on your experience, how do you think Muskan could improve the Volunteer programme?

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4. During your Volunteership were there any outstanding issues you would like to address?

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**Exit Form for Interns**

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Start Date:** \_\_\_\_\_

**End Date:** \_\_\_\_\_

1. Were you able to fulfill your Intern requirements at Muskan? If not, why?

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2. At Muskan did you feel comfortable asking for help?

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3. What could your supervisor do to improve his or her management style and skills?



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4. As an Intern what was your favorite part of working with Muskan?

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5. Based on your experience, how do you think Muskan could improve the Intern programme?

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4. During your Internship were there any outstanding issues you would like to address?

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