



Building and managing volunteers & NGO management

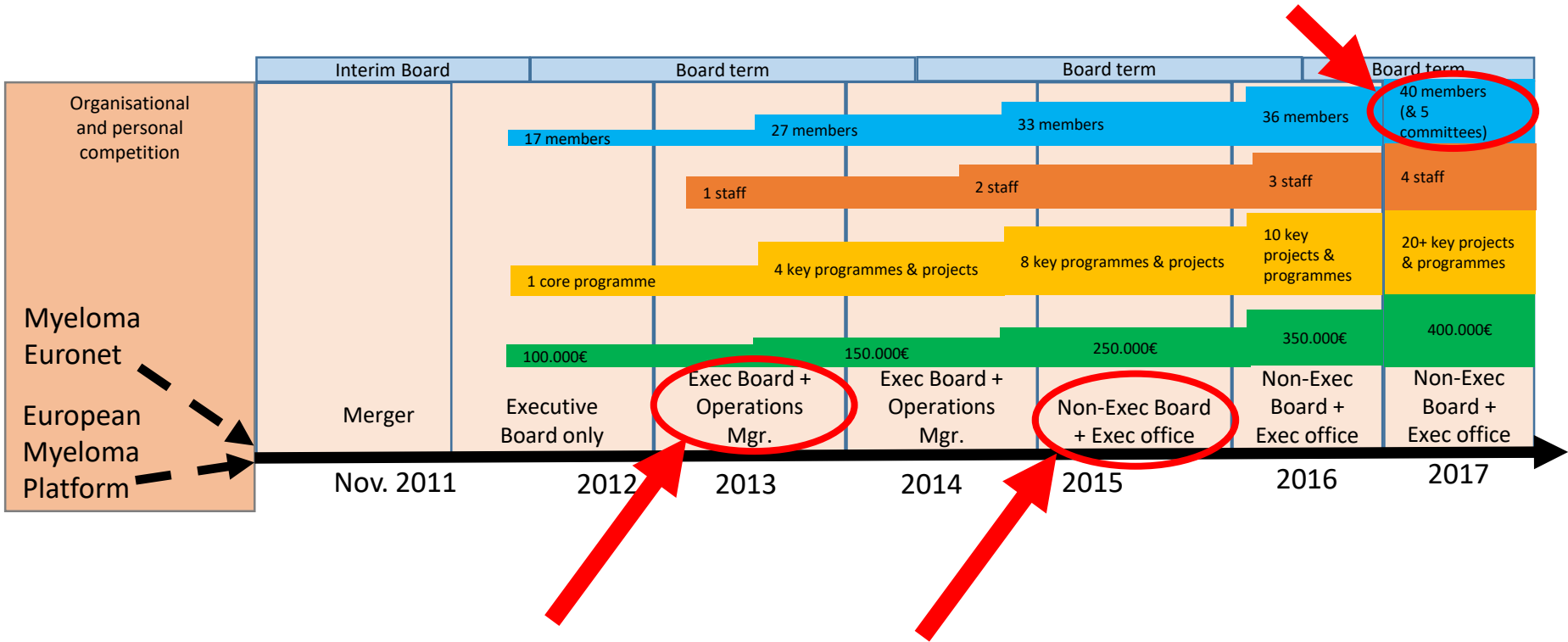
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Getting work done

- Various options for “getting the work done”:
 - Staff
 - Freelancers
 - Volunteers
- Most organizations start off 100% volunteer-run
- Reasons to employ staff:
 - To scale
 - To strengthen
 - To survive
- Employees, freelancers and volunteers can co-exist with suitable planning

Organisational development of MPE & changing volunteer roles



NGO evolution: Volunteers and staff

- Transition of NGOs from an “all volunteers”, founders-based organisation to a more resourced, more up-scale “staff/volunteer” set-up
- Founders are pioneers and drivers, but may also become a burden for the organisation
 - “Founder’s Syndrome” and inability of “letting go”
 - Lack of succession planning
 - Who takes care of the more cumbersome work?
Founders? Other volunteers? Staff?

What is a volunteer?

- Free and unselfish collaboration with an NGO (without receiving any material or financial retribution)
- Devote part of their time, continuously and responsibly
- Take part in achieving the organisation's goals
- Share the values and aims of the organisation
- Always carry out their activity within the context of the organisation

Categories of volunteers

- Stage 1: the doubter is not a volunteer, and their attitudes or circumstances may prevent them from considering this role
- Stage 2: the starter has made an enquiry or application to volunteer for your group
- Stage 3: the doer has committed to being a volunteer and has begun volunteering
- Stage 4: the stayer is committed to your group and is a long-term volunteer

Step by step guide

1. Identify needed skills
2. Key instruments to recruit and manage volunteers
3. Get the messaging right to recruit volunteers
4. Coordinate and manage volunteers
5. Motivate and keep your volunteers

1. Identify the needed skills

- Mapping volunteers and staff members with the skillsets needed for an organization
 - Fundraising
 - Media skills
 - Project Management
 - (Re-)Presentation
 - Business skills – finance/admin
 - Communications/marketing

2. Key instruments required to recruit/manage volunteers

- Basic instruments: job description, contract, volunteer guide/manual, welcome letter, proof of identity, official registration
- Appoint a volunteer coordinator to recruit, select, support and supervise multiple volunteers
- Ensure support of core staff and/or board
- Plan to train volunteers and give direction
- Plan to acknowledge their contribution
- Use an assessment template

2. Key elements required: Legal and ethical framework

- It is important to prepare an internal policy that shows your organisation's values and principles and the rights and obligations set by your organisation and/or your national legislation
- Beware: legislations are different in every country!

2. Key elements required: Rights and obligations charter

The organisation

RIGHTS

- To be able to count on a team of volunteers who comply with the internal policy
- To choose the volunteers according to the profile that is the most suitable for the development of the activity
- To regulate the activity according to the organisation's aims, mission and values
- To end the collaboration with the voluntary workers if the organisation's requirements change or if they have violated the regulation in force at the time

OBLIGATIONS

- To provide information about the internal policy to the volunteer
- To provide a contract that regulates the relationship between the volunteer and the organisation
- To have available an insurance policy for the volunteer's activity
- To provide the material, training, advice and support necessary to carry out the activity
- To carry out the necessary monitoring in order to ensure the achievement of the proposed targets

The volunteer

RIGHTS

- To receive training, support and coordination from the organisation to be able to carry out their assigned activity
- To be treated in a non-discriminatory way that respects their beliefs
- To be actively involved in the organisation
- To carry out their activity safely and with suitable insurance
- To receive reimbursement of expenses that may occur as a consequence of the development of the activity
- To be provided with the necessary materials to carry out the activity
- To receive a badge from the organisation that identifies them as a volunteer
- To receive respect and acknowledgement of the value of their contribution

OBLIGATIONS

- To comply with the agreed commitments with the organisation, respecting its purposes and relevant legislation
- To maintain confidentiality of all information resulting from the volunteer's activity
- To refuse any kind of payment, financial or material, for the work done
- To respect the rights of the beneficiaries of the activity
- To take part in training set up for the exercise of the activity
- To put specific inquiries forward to the competent professionals in the organisation
- To represent the organisation's interests
- To maintain the confidentiality of the information that they receive from patients and from the organisation
- To represent the organisation responsibly
- To abide by the organisation's internal policy on how to carry out their role and not go beyond their functions
- To correctly use the material and resources provided

3. Getting the message right to recruit volunteers

- **COHERENT:** It must convey the association's values, aims and principles, and be coherent. It must also be respectful to the group that the association represents
- **NOTICEABLE:** People must be able to relate to it, it must attract attention and make people want to get acquainted with the organisation, and involved in it
- **MOTIVATING:** It must recognise the volunteer's valuable contribution and get across the message that volunteering is a satisfying learning experience
- **EXPLANATORY:** If you are looking for volunteers for a specific project or position, the message must explain the duties involved as well as the minimum requirements (previous experience, skills and capabilities, availability, etc)

4. The Volunteer Coordinator:

Managing, supporting and training volunteers

The duties of a volunteering co-ordinator:

- Conduct selection process
- Welcome and dismiss volunteers
- Set targets / prepare a volunteer plan
- Look out for common interests
- Represent the organisation as well as the volunteers
- Manage and lead the team of volunteers
- Train
- Support and motivate
- Assess

5. Motivate and keep your volunteers

Provide:

- Recognition
- Training
- Support and guidance
- Information
- Effective and efficient management
- Continuous assessment

Conclusions

- Most organisations start 100% volunteer-run
- In more developed organisations the work can be done collaboratively by staff, volunteers, freelancers
- Setting up a volunteer network requires:
 1. Identification of needed skills
 2. Key elements required to recruit and manage volunteers
 3. Key messages to recruit volunteers
 4. Coordination and management
 5. Strategy to motivate volunteers
- Managing volunteers requires the same level of attention as managing staff
- For founders: letting people do their work their way!



THANK YOU FOR YOUR ATTENTION

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References:

- Deb Maskens presentation for SmartStart, July 2015
- MPE toolkit: Voluntary Worker Management, 2016