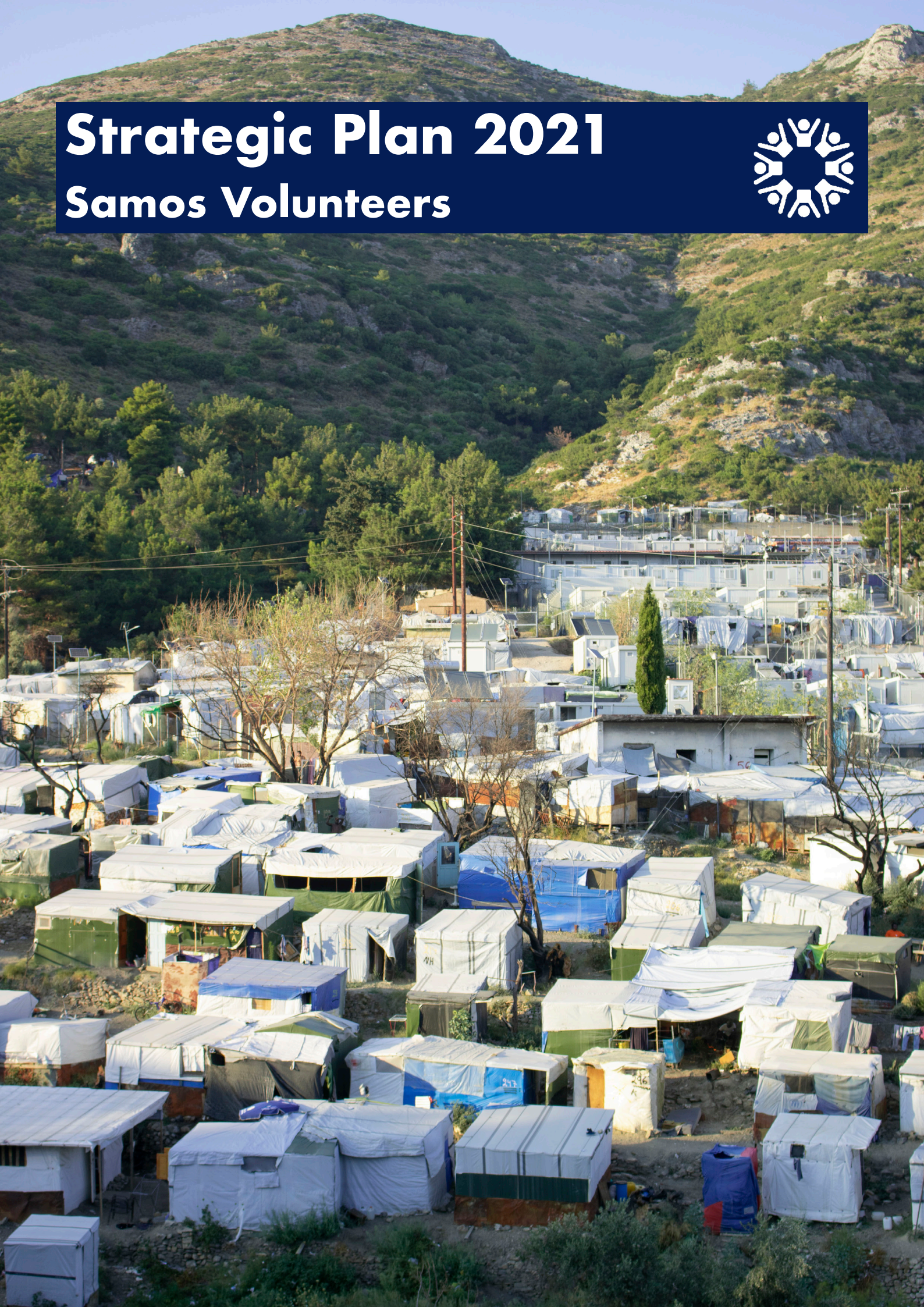


Strategic Plan 2021

Samos Volunteers



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1. Introduction

1. Introduction

This plan outlines key delivery phases and priority areas for Samos Volunteers over the year of 2021. Progress will be reviewed quarterly throughout this period,

2020 was all about growth. Despite the challenging global context, we met most of the goals of that year's strategic plan. Key achievements were the successful launch of a new community center which incorporates a dedicated women's space, The Hub, and a new laundry station.

Now, our strategy for 2021 takes into consideration the reality of the upcoming opening of the new closed facility in Zervou and the dismantlement of the Vathy RIC. This plan also takes into account how the Covid-19 pandemic continues to impact our services. Accordingly, the 2021 strategic plan focuses on consolidating past achievements rather than expanding our services. All developments and rental agreements should be made with this potential change in mind.

Samos Volunteers commits to remain flexible, to adapt its services to the best of its capacity and to keep providing services to the camp population as long as is needed.

2. Vision and Purpose

Vision

Samos Volunteers continues to operate as an effective and stable organisation, offering services for people living in the Samos Hotspot that allow dignity, education, and a sense of normality.

Purpose

To provide psychosocial support, informal education, and hygiene services to the people living in the Samos Hotspot.

3. Introduction to 3 Strategic Priority Areas

The Samos Volunteers Strategic Plan 2021 identifies three strategic priorities. While these strategic priorities do not capture all that we do, they exist to ensure that our resources and work are focused on delivering activities and services most likely to achieve our vision.

Strategic Priority 1: Our Services

Strategic Priority 2: Our People

Strategic Priority 3: Organisational Sustainability

4. Strategic Priority 1: Our Services

Samos Volunteers continues to provide support to the camp residents of Samos through various educational programs, hygiene services and psychosocial activities.

4.1. Objectives for 2021 in regards to Strategic Priority 1: Our Services

4.1.1. The new camp.

Key objective: Develop a plan to provide our services to the new camp.

Set to open in 2021, the opening of a new closed reception center will pose new challenges for Samos Volunteers. This new camp is located in Zervou, 5 Kilometers away from Vathy, and currently not connected to Vathy with public transport. It is expected that camp residents will be allowed to leave the camp during the day, but the limits are still unknown. Although there are still unknown factors with regard to the functioning of this new facility, we should prepare in advance and be proactive in responding to this new situation.

4.1.2. Informal Education Program

Key Objective: Development and expansion of Alpha's remote educational response

For sustainability of the educational program and in light of covid restrictions and the opening of the new camp, we will expand and develop our remote educational response. This includes the Worksheet Wall, Alpha Online and support for camp teachers.

Key Objective: Creating teaching resources more tailored to the context

Following on from the successful creation of the curriculum in 2021, we aim to create a pool of language resources that are more appropriate for the context of life on Samos for camp residents.

Note that according to Greek law we are not

able to call the Alpha Centre a school, and should avoid this term.

5. Strategic Priority 2: Our People

Samos Volunteers continues to support visiting, local and community volunteers through all stages of working with the organisation, from before they arrive through to joining SV Alumni.

5.1. Objectives for 2021 in regards to Strategic Priority 2: Our People

5.1.1. Diversity of volunteers

Key Objective: Diversify our team of external volunteers and coordinators.

Throughout this period we will adapt our recruitment strategy in order to have a mixed volunteer and coordinators team from different socioeconomic backgrounds, gender, religion, race, culture. We will consolidate and further develop our community volunteer program.

5.1.2. Coordination Team Welfare

Key Objective: Improve coordinators' welfare and work-life balance.

Throughout this period we will set up a pathway for regular psychological support, coaching or mentoring for coordinators on the field. These sessions will be available throughout their time with SV to ensure consistency of support. We aim to provide a work environment where work-life balance is a priority and where time off is sufficient, consistent and uptaken. Unless necessary, coordinators will have two days off per week or only one shift on Saturday. During their assignments, coordinators will be able to dedicate time within work hours to attend workshops or courses relevant to their work on the field. We also partnered with organizations providing psychosocial support like Medecins Sans Frontiere and International Rescue Committee to provide workshops for our coordinators team.

Main topics includes working with traumatized people and coping strategies for humanitarian workers.

6. Strategic Priority 3: Organisational Sustainability

Samos Volunteers continues to operate as an effective and stable organisation, with constant volunteer capacity and sustainable income streams.

6.1. Objectives for 2021 in regards to Strategic Priority 3: Organisational Sustainability

6.1.1. Monitoring and evaluation

Key Objective: Implementing a Monitoring and evaluation plan

Throughout this period we will implement a monitoring and evaluation plan. This will enable us to increase our accountability to our stakeholders (through data reporting), guide decisions by the team on the ground (with frequent surveys and evaluation of key objectives) and to create institutional memory.

6.1.2. Advocacy and communication

Key Objective 1: Set up a clear and solid advocacy strategy.

Throughout the period we will identify precise advocacy targets around desired impact and policy change. We will adopt strategic timing and framing for advocacy actions and develop inter-organizational partnerships to support these targets.

Key Objective 2: Diversifying the audience and content of our communication and advocacy.

Throughout this period SV communication and advocacy should prioritise diversification of content and framing. This will be achieved by exploring different sources of content, framing and platforms, engaging with networks from different backgrounds and

championing broader participation through our communication channels. Practical examples can be multiplying the number of vehicle languages in our online outputs, as well as piloting projects for citizen journalism among our service users, facilitating and amplifying the work of self-representation.

Key Objective: Design an advocacy campaign around the new camp.

In anticipation of the new camp, and in line with our advocacy strategy, we will actively engage in raising awareness around the new camp on Samos, ideally in partnership with other NGOs.

Note: This plan has been made with the assumption of business as usual during the period covered, in regards to the construction of a new camp located inland on Samos. Should construction of this camp be finished within the period covered, this plan will be reviewed.

2. Summary

Our Vision

SV continues to operate as an effective and stable organisation, offering services for people living in the Samos Hotspot that allow dignity, education, and a sense of normality.

Our Purpose

To provide psychosocial support, informal education, and hygiene services to the people living in the Samos Hotspot.

Our Values

Do no harm, Do it for the Many, With communities, The little things are the big things, A work in progress.

Strategic Priority Area 1:

Our Services

Samos Volunteers continues to provide support to the camp residents of Samos through various educational programs, hygiene services and psychosocial activities.

Objectives in 2021

- Develop a plan to provide our services to the new camp
- Develop and expand Alpha's remote educational response
- Create teaching resources more tailored to the context

Strategic Priority Area 2:

Our People

SV continues to support both external and community volunteers, as well as coordinators through all stages of working for the organisation.

Objectives in 2021

- Diversify our team of external volunteers and coordinators
- Improve coordinators' welfare and work-life balance

Strategic Priority Area 3:

Organisational Sustainability

SV continues to operate as an effective and stable organisation, with constant volunteer capacity and sustainable income streams.

Objectives in 2021

- Implement a monitoring and evaluation plan
- Set up a clear and solid advocacy strategy
- Diversify the audience and content of our communication and advocacy
- Design an advocacy campaign around the new camp

Note: This plan has been made with the assumption of business as usual during the period covered, in regards to the construction of a new camp located inland on Samos. Should construction of this camp be finished within the period covered, this plan will be reviewed.

3. Timeline of Key Initiatives

Objectives	Q1	Q2	Q3	Q4	comments
Develop a plan to provide our services to the new camp.	Create a contingency plan for short, mid, and long term solutions in regards to our services to the new camp.	Ongoing	Ongoing	Ongoing	<i>The plan should be updated whenever there is new information about the new camp.</i>
Develop and expand Alpha's remote educational response.	Formalise the Worksheet Wall by transforming it into a structured programme with a set number of weeks for each level. Set up a support programme for the Self-Organised schools in the camp, with the aim of providing support both now and in the event of the new camp opening.	Offer the opportunity for students using the Worksheet Wall to be 'level tested' and receive 'end of level' certificates from Alpha. Distribution for Self-Organised schools.	Assess the feasibility of other forms of online educational response (perhaps in response to the situation in the new camp), including 1:1 language tutoring from remote volunteers. Distribution for Self-Organised schools.	Put into place new pilot programmes that have been identified as responding to the remote educational needs of service users. Distribution for Self-Organised schools.	
Create teaching resources more tailored to the context	Audit our current resources and identify areas for improvement across all languages (English, Greek, French and German).	Source resources and materials with more visible diversity and make them accessible on Google Drive.	Identify gaps and produce our own resources where we have not been able to find anything suitable for the context. By the end of Q3, the teaching resources should be more reflective of our service users and the local context.	Enhance the resources that we have available for teachers. Assess where the extra support needs are and try to facilitate new Teacher Training sessions and resources in response to this.	
Diversify our team of external volunteers and coordinators	Research, plan and setup: Build a better understanding of the issue, establish goals and make these public for extra accountability. Set up a	Management: Develop internal support systems for volunteers and coordinators who may experience racism on Samos.	Collaborate: Share information and findings with other organisations. Develop external and cross-organisational	Review: Review the work we have done and continue to reduce SV's barriers to entry for specific groups.	

	diversity monitoring system for applications and work on diversifying SV's network.	Offer Anti-racism training to our whole team.	organisational collaboration for greater diversity in NGOs on Samos.		
Improve coordinators' welfare and work-life balance	Survey of coordinators' welfare. Research different options to provide more support to coordinators.	Provide regular support for all coordinators.	Review Q1 objectives.	Survey of coordinators' welfare and review of Q2 objective.	
Implement a monitoring and evaluation plan	Monitoring: Creation of monitoring tools (reports, data collection). Review of Q1 objectives.	Monitoring: Creation of monitoring tools (reports, data collection). Review of Q1 objectives. Evaluation: Creation of evaluation and accountability tools. Review of Q2 objectives	Ongoing. Review/ evaluation of Q3 objectives.	Ongoing. Review/ evaluation of Q4 objectives.	
Set up a clear and solid advocacy strategy	Planning: Risk assessment and situation understanding. Set up SV advocacy goal(s) (i.e. desired policy change).	Structure: Network capacity and partnership assessment. et up tools for interim outcome evaluation.	Ongoing	First interim evaluation. Reassessment of goals and strategy.	
Design an advocacy campaign around the new camp	Contribution from Samos inter-NGO advocacy group to EMA 6-month campaign.	Ongoing	Reassessment of goals and evaluation.	Ongoing	
Diversify the audience and content of our communication	Set up diversity/ inclusion tools for recruitment strategy.	Set up recurrent tools for multi-language social media outputs.	Implement inclusive language in all SV comms.	Expand SV outreach beyond consolidated audience.	

4. Strategic priority 1: Our Services

1. Introduction

Samos Volunteers was formed as a direct, grassroots response to the crisis in Samos. The activities undertaken by the organisation have evolved organically over the years, both to address the needs of people living in the camp, and fit within the landscape of other NGOs operating on the island. Our services represent why we are here, what we offer, and what we hope to offer in the future. We have developed an expertise in these different areas, and are determined to continue providing these services as long as needed.

2. Current Services

Psychosocial Support	Hygiene Services
Informal Education	Laundry Stations
Women Space	
LGBTQI+ Group	

Our current services fall under two main categories – Psychosocial Support and Hygiene Services. Within these categories our key services are defined: Informal Education Program, the Women Space, the LGBTQI+ Group and our Laundry Stations.

2.1. Psychosocial Support

The term ‘psychosocial’ refers to the dynamic relationship between the psychological and social dimensions of an individual.. Psychosocial Support promotes the restoration of social cohesion and infrastructure, and encourages better connections between people. It is expressed through caring and respectful relationships that communicate understanding, tolerance and acceptance.

2.1.1. Alpha centre and The Hub

In the context of our work on Samos, psychosocial support forms the cornerstone of The Alpha Centre and the Hub, and the work we do within these spaces. Both Alpha Centre and The Hub aim to facilitate community, connect people, and show every individual person that they matter and are valued. In a practical sense, Alpha and the Hub are spaces where people can relax, socialise and learn. They also act as important information points, directing people to legal services, medical help, and the services offered by other NGOs. When restrictions allow, it is also a space where people can drink tea, play board games, charge their phones and rest. Our team of volunteers works 5 shifts throughout each day to keep the space clean, welcoming and positive. With 3-5 volunteers on each shift, we were able to welcome hundreds of people each day and serve approximately 4000 cups of tea each week. Because of COVID-19 restrictions, we have been unable to use our community centres for social gatherings. In response, we have adapted our services and continued our support for the camp community by providing take away, tea, information, photocopying, and phone charging.

2.1.2. The women’s space

Women are a minority of around 20% in the RIC on Samos. In addition to the issues faced by all camp members, women face additional insecurities, such as gender-based violence, on a regular basis. Many women received a low level of education in their home countries, which can increase their dependency on both male refugees and NGOs. A lot of women also bear the responsibility of child-raising in this inhumane environment. As such, it is essential that our services focus on the protection of refugee women on Samos.



The Women's Space inside the Alpha community centre provides a safe space for refugee women. On Mondays to Fridays, from 9am to around 3pm, the space is for women only. Diverse classes, workshops and creative activities give them the possibility to learn new languages or skills, express themselves in a creative way and relax in a female community: The Women's space can also act as a safe and trusted pathway to further medical, legal or psychological assistance.

- Language Classes
- Medical, Psychological and Legal workshops
- Sewing Class
- Maths Class
- Yoga and Sports
- Art and Music
- Gardening and Recycling projects

The Women's Space is coordinated by the Women's Coordinator, who works with a team of community and external volunteers. The approach is to share the responsibility as much as possible with the volunteers and to support them in implementing their ideas. The Women's Space is created and designed by the women who will be working and visiting it and we encourage them to take ownership of the space.

2.1.3. Workshop program

SV collaborates with various organisations on Samos to host workshops for a broader audience than the service users of the activities mentioned above. Although the workshops are provided by other actors (Psychological, medical, legal actors). SV facilitates their implementation through planning, outreach, registration of attendees, scheduling and room preparation. The workshops are a good opportunity to reach more camp residents because of the limited capacity to provide 1:1 support.

2.1.4. LGBTQI+ support

Samos LGBTQI+ Group is a cross-organisational initiative that seeks to support

LGBTQI+ asylum seekers, refugees and NGO volunteers/workers on the island. The Samos LGBTQI+ Group has four main objectives:

- Educate and inform volunteers and coordinators about LGBTQI+ issues and concerns
- Increase visible acceptance and support for LGBTQI+ people within organizations, including advocating for LGBTQI+ specific issues and concerns within the island working groups.
- Create and promote referral pathways for LGBTQI+ refugees and asylum-seekers to access support services, legal support and protection.
- Create peer-to-peer support systems and promote community-building.

The group currently has a number of working partnerships with organisations such as UNHCR, MSF, IRC, DIOTIMA, JA, DiH, R4R, ASF, RLCB, MET, CL and Armonia. These partnerships include the provision of legal, Psychosocial, mental health, physical health and protection support. The group is represented in the Protection working group and SGBV working group. The group is funded by Choose Love and supported by Samos Volunteers.



2.2. Informal Education Program

When Alpha is not subject to lockdown restrictions, our Informal Education Programme consists of around 100 weekly classes. We prioritise communicative, practical language skills that people can start to use and practice immediately. Most of our classes are English, across 5 levels. We also teach Greek, French for Francophones and German, alongside creative and practical classes such as music, sewing, art and IT.

Whilst under COVID-19 restrictions, our remote education programme comes to the fore. This consists of online language classes, the distribution of worksheets and responding to the needs of self-organised schools in the camp.

This approach also considers the potential future opening of the new camp.

Our classes, both in person and remote, give people structure amongst the chaos and uncertainty of the camp and the asylum process. We aim to provide a sense of stability, as well as a space where people can reclaim their humanity and dignity. Our Informal Education Programme also offers something positive that people can take with them when they leave Samos – a new language or skill that can be useful in the future.

In 2021, Samos Volunteers will endeavour to establish a more sustainable and appropriate remote learning response. This will allow a more structured approach to remote and in-person teaching and learning, with a designated teaching curriculum and context-appropriate resources.

Note that according to Greek law we are not able to call this space a school, and should avoid this term.

2.3. Hygiene Services

Access to water in Vathy camp is scarce, and apart from our laundry stations there are no options for residents to wash their belongings. Our laundry service is an important measure against the spread of bedbugs, scabies, and other skin conditions. We prioritize medical cases referred by medical actors such as Medecins Sans Frontières and Medequaliteam.

Our hygiene service consists of two laundry stations:

The first one is located near Alpha and the Hub, only 2 minutes away from the camp. This laundry consists of 6 machines and 6 dryers that run 12 hours a day, 6 days a week. This laundry station focuses on referred medical cases, and can wash and dry up to 450 bags of laundry every week. As of November 2020, this laundry station has washed a total of 40,000 bags since its creation.

In 2020, we successfully set up a second laundry station, one of our primary yearly goals. This new station is located a short 10 minute walk from the camp and has 10 washing machines and 10 dryers.

with a capacity of 550 bags per week. Unfortunately the earthquake that took place on the 31st of October not only damaged the building but also delayed the installation of the necessary electrical equipment. We hope that this construction work will be completed early 2021. This laundry station will be used for non medical cases, and if needed, vulnerable members of the local community.

With the two laundries running at full capacity, we will be able to wash up 1000 bags each week.

When restrictions regarding Covid-19 allow, a complex ticketing system enables us to methodically work our way through

the camp, to make sure that each resident gets the same opportunity to wash their belongings.

2.4. Additional Activities

Samos Volunteers also offers support to other NGOs on the island wherever possible and appropriate. This includes, but is not limited to, supporting the sorting of donations at other NGOs' warehouses and assisting with various distributions or events.

If volunteers are interested in organising extra activities and programs, they must submit a summary to the Project Manager following the project proposal template. This must detail how long the activity will take, resources involved, and how many volunteers are required. Examples of these kinds of activities include chess tournaments, art exhibitions, photography projects, theatre shows or football matches.

3. How Our Activities Are Organised

3.1. The Daily Schedule

A daily schedule details our activities. The Volunteer Coordinator is responsible for the creation of this schedule each afternoon, and volunteers are expected to pass on requests for the following day by midday.

SAMOS VOLUNTEERS SCHEDULE: TUESDAY 13th of JULY 2021				
ALPHA RECEPTION		HUB RECEPTION	HUB BACKYARD	WOMEN'S TENT
9:00-10:30	Alpha Captain: Ahmed A. Alpha support: Manoli			
10:15-12:15	Alpha Captain: Hassan Alpha support: Simone	HUB Captain: Carmen		
12:00-14:15	Alpha Captain: Rodrigue Alpha support: Dan	HUB Captain: Carmen	13:00-14:00 General Induction - Achille, Jannis	
14:00-16:15	Alpha Captain: Djimi Alpha support: Dan	HUB Captain: Sebastian	14:00-14:30 Meeting - Kalla, Jannis 15:00-16:00 Meeting - Jannis	15:30-18:00 Wellness & Beauty Workshop Leader: Lea, Fatma, Carmen
16:00-18:00	Alpha Captain: Tao Alpha support: Jannis			17:30-20:00 Wellness & Beauty Workshop Leader: Ilaria, Fatma/Lea, Martine

SAMOS VOLUNTEERS CLASSROOM SCHEDULE: TUESDAY 13th of JULY 2021						
ROOM 1	ROOM 2	ROOM 3	ROOM 4	ROOM 5	ROOM 6	ROOM 7
10:30-11:30 ENGLISH 3B Suzie	10:30-11:30	10:00-11:30 CV Meeting Carmen	10:00-11:00	10:00-11:00 WOMEN'S ENGLISH 1C Emily/ Vivien		
12:00-13:00 ENGLISH 3C Suzie	12:00-13:00 FRENCH 1 Lucie		11:30-12:30 GREEK A Tao	11:30-12:30		
13:30-14:30 ENGLISH 2B Julia	13:30-14:30		13:00-14:00	13:00-14:00 ENGLISH 1A Emily	13:00-15:00 MIXED SEWING Adnan & Lea	
15:00-16:00 ENGLISH 5 Suzie	14:30-15:30	14:30-15:30	14:30-15:30 ENGLISH 4B Jane	14:30-15:30 IRC Workshop IRC		
16:30-17:30	16:30-17:30 ENGLISH CONVERSATION HOUR (Advanced Level) Emily	16:00-18:00	17:00-18:00	15:30-16:30		

3.2. Facebook Working Groups

Our activities are also supported by weekly meetings and individual working groups on Facebook Messenger. Our main Facebook working groups are as follows:

Alpha Group – our main working group, for general communication especially around Alpha Shifts

Visiting Volunteers – for organising SV housing and other matters only relevant to visiting volunteers

Volunteers – for community volunteers, mainly for communicating the arrival of lunch

Local Volunteers - for local volunteers

Social – For sharing photos, communicating social plans and Sunday trips

News – For the morning bulletin, and sharing of information relating to the camp, town, and relevant topics

Field Coordinators – for communication between the Coordinators

Logistics – for the organisation of the two SV cars and trips to the warehouse

Teachers – for communication between teachers and Education Coordinator

Women's Space – for matters relating to the Women's Space

Laundry – for the coordination of the laundry station including daily laundry reports

Coordination and Board – for communication between coordinators and the Board of Directors

Receipts and Tickets – a record of spending from the SV bank account

4. Reminders – RRR

Samos Volunteers holds the following reminders in mind throughout our work here. Volunteers are reminded of these at the start of each Weekly Meeting:

R: Read the Schedule – thoroughly and every day, even when activities are largely the same each day;

R: Reach Out – if you need support, extra resources, or have any questions;

R: Be Reachable – ensure that you have data, a charged phone, and are checking your messages regularly;

5. Working Locations

SV's work is focused over 4 key locations. The Alpha Centre, The Hub and our two laundry stations.

6. Moving Forward – Our Services in 2021

It is important that SV stays focused as an organisation. Adding extra major services beyond what is marked out in the 2021 Strategic Plan must be signed off on by the Board of Directors. Our ability to provide these services are subjected to external factors such as Covid-19 restrictions, the opening of the new camp and natural disasters. Should these factors prohibit us from running properly the above services, we will adapt our services to the needs of the camp residents as much as possible.

5. Strategic priority 2: Our People

1. Introduction

Our people are the backbone of our organisation. This document outlines the current organisational structure of SV, and charts the journey of a volunteer in working with us. It outlines the ways in which SV can best support the welfare and development of our people in all stages of volunteering, as well as our priorities with regards to people management.

2. Diversity and Inclusion

2.1. Recruitment

In 2021, diversifying our pool of potential volunteers and coordinators is one of our objectives. This goal will be achieved by adapting the different steps of our recruitment process:

- **Research:** speaking to community organisations to learn about the networks we are targeting. Identifying the barriers for volunteers from different cultures and analysing how we can reduce them.
- **Partnerships:** Forming partnerships with community organisations in a way that benefits both sides.
- **Website:** Encouraging volunteers from diverse backgrounds to support us through more targeted skills-based recruitment (e.g. asking for volunteers who speak specific languages). We will also release a Diversity and Inclusivity statement and amend our FAQs and website to address issues of potential exclusion.

2.2. Inclusion on the Ground

With a diverse range of people comes a diverse range of needs on the team, which we will strive to take into consideration. We aim to create a sense of belonging to the team, make sure volunteers don't feel excluded, develop a culture of awareness of diverse needs and work to address them. We want to develop a culture of open

discussion about how volunteers' backgrounds, culture and race impact their experience on Samos and at Samos Volunteers.

Specifically, we aim to develop anti-racism training, and celebrate the diversity of our team.

3. Current Organisational Structure

3.1. New organisational Chart



3.2. The Board of Directors

The Board of Directors is made up of six people, representing co-founders and volunteers involved in shaping the organisation from its inception. Located externally, the board is responsible for the governing of the organisation and the creation of an annual strategic plan to be carried out by the Project Coordinator and those on the ground in Samos. Any strategic decisions or changes to the plan are to be approved by the board of directors.

3.3. Project Manager

The Project Manager oversees the operations of Samos Volunteers on the ground, and guides the organisation to

achieve our strategic plan. The Project Manager acts as a conduit between the Board of Directors and the Field Coordination Team. The Project Manager works closely with the Field Coordinators, and is ultimately responsible for decision making across the respective coordination areas. The Project Coordinator chairs the weekly team meeting, as well as the weekly Field Coordinators Meeting and is also responsible for the safety and emergency management on the ground. The Project Manager is also the primary point of contact for other

3.4. Field Coordination Team

The Coordination Team implements our vision and goals. Working across our three strategic priority areas – Our Services, Our People, and Our Organisational Sustainability– the team is responsible for ensuring that our organisation functions on a daily basis on the ground on Samos. A detailed description of the roles and responsibilities of each Coordinator can be found in the respective MoU documents. Coordinators sign up for a commitment of 6 months, with the possibility of extension. As with all volunteers at SV, Coordinators can only work with SV for a maximum of 1 year.

3.4.1. Psychosocial activities coordinator (known internally as Alpha Coordinator)

The psychosocial activities coordinator is responsible for the daily management and running of the current Alpha Centre, and all volunteers on shift at the centre. This includes conducting Alpha inductions for new volunteers, offering daily support and responding to any emergencies arising in Alpha, as well as coordinating the Community Volunteer program in collaboration with the Volunteer Coordinator. It also involves ensuring that the building and its utilities are functioning well, including managing stock, taking and ordering supplies, as well as the associated cost management. The Community Centre Coordinator also ensures that Alpha is clean and organised, and runs the weekly deep clean. The psychosocial coordinator also oversees the development of psychosocial activities or projects happening in Alpha and The Hub.

3.4.2. Education Coordinator

The Education Coordinator works to ensure both the quality and consistency of the educational programs (both remote and in person) offered by Samos Volunteers.

This involves working with the Volunteer Coordinator to ensure a constant number of teachers are on the ground at all times, overseeing the handover of classes when

volunteers leave, and providing teacher training and support. It also involves chairing the weekly teacher's meeting, as well as managing student numbers, class sizes, scheduling issues and coordinating any new initiatives with teachers and the Volunteer Coordinator.

3.4.3. Hygiene and Logistics Coordinator

The Hygiene and Logistics Coordinator is responsible for the daily management and running of the two laundry stations. This includes the training of new volunteers, chairing the weekly laundry meeting and, if the situation allows, coordinating the ticketing team whilst ensuring their access and safety in the camp. It also includes ensuring that machines are functioning well, supplies are up to date, and the space is organised and clean. The creation and sharing of regular logistical statistics are also part of this role.

The logistics side of this role involves ensuring that the SV cars are regularly serviced, inventory management, security and the storage of donations. It also involves training new volunteers in the sorting and organising of stock and donations, as well as liaising with partner organisations carrying out regular distributions to provide support whenever resources are available.

3.4.4. Women's and Welfare Coordinator

The Women's Coordinator is primarily responsible for facilitating the Women's Space in the Alpha Centre. It also includes organising the bi-weekly Women's Meeting, ensuring stock supplies for the women's space, managing the distribution of fabrics, wool and needles, and ensuring the space is kept clean and organised.

The Women's Space is a chance for mid-term female volunteers to get involved in the coordination of various activities, and the Women's Coordinator should encourage and facilitate this. This may include preparing the materials and equipment needed for these activities.

This role also involves collaborating with other organisations working with refugee women on Samos to facilitate a workshop program which takes place in the Women's Space. These workshops could focus on medical, psychological and legal advice, which are given by other organisations.

Along with workshops, the Women Space focuses on educational classes such as mathematics and language classes. Furthermore the sewing classes and materials are part of the Women's Coordinator responsibilities.

Additionally, this Women's and Welfare Coordinator is responsible for the welfare of our volunteers, to be ensured through 1:1 chats, group chats and the organisation of psychoeducational workshops.

3.4.5. Volunteer Coordinator

The Volunteer Coordinator is responsible for the management of all volunteer applications, including conducting interviews, providing a point of contact before volunteers reach Samos and providing induction sessions upon their arrival. It also includes responding to general inquiries in the admin email account.

Overseeing the creation of a daily schedule of activities is also a major part of this role, as well as ensuring that there are enough volunteers trained across all areas at all times, and that cancelled shifts are covered in a timely manner.

This role also involves overseeing the volunteer journey from a volunteer's first contact to when they stop volunteering at SV, at which point, management of the volunteer alumni is the responsibility of the communications coordinator. The Volunteer Coordinator is also partly responsible for overseeing the welfare of volunteers on the island. This includes supporting volunteers' general wellbeing, providing advice with boundary issues, and responding to breaches of the Code of Conduct as part of the Volunteer Committee.

3.4.6. Communications, Advocacy and Fundraising Coordinator

The Communications, Advocacy & Fundraising Coordinator is responsible for the management of the SV online presence, especially social media. This work should be done with three primary goals in mind: fundraising and donor relationships, outreach and advocacy, and the recruitment of new volunteers.

This role also includes updating all SV social media at least 4-5 times per week, increasing the visibility of SV through social media channels (maintaining SV's professional outlook and image), managing replies to communication contacts, writing and designing the SV monthly newsletter and snapshot and keeping up active and engaged communication with the Alumni. This coordinator is also responsible for the collation of social media statistics for recurring reports.

Another key responsibility of this role is managing contact with the media and journalists. This involves responding to the initial contacts, explaining SV's work and goals, as well as facilitating meetings with the appropriate coordinators or the Project Manager. It is not just about maintaining and responding, but also proactively expanding and developing SV's relationships with the media. A key aspect of this is maintaining an up-to-date database of media contacts and press clippings of articles or reports where Samos or SV are mentioned.

The Communications, Advocacy and Fundraising coordinator is also in charge of setting up and implementing SV's advocacy strategy.



3.5. External and Local Volunteers

Once Accepted:

3.5.1. Pre-Arrival

All external volunteers are sent a pre-arrival pack before they come to work with SV. This pack helps them familiarise themselves with the work that SV does, provide context, and sets expectations. It also encourages volunteers to set up support networks with people back home before they come to Samos.

This pack also offers some advice for pre-arrival fundraising, should the volunteer choose to raise some money for SV before arriving. It also includes short training modules to be undertaken before arrival on Samos.

3.5.2. Code of Conduct

All volunteers must sign a Code of Conduct at the start of their time with SV. This Code of Conduct is the same for community volunteers, local volunteers and coordinators. Breaches to the code of conduct are taken seriously and there is a series of warnings that eventually lead to a volunteer being asked to stop working with SV.

3.5.3. Arrival Pack

All external volunteers are provided with an Arrival Pack after their Induction with the Volunteer Coordinator. It provides further context of our work, offers welfare tips and the contact details of support networks.

3.5.4. Volunteer Housing

SV currently leases two houses within walking distance to Alpha. External Volunteers share the cost of these houses, at a rate of 150 euros each month. Once a volunteer has worked with SV for more than 3 months, accommodation in these houses is free. Coordinators do not pay for accommodation.

These houses are referred to as SV2, and SV3. Each house functions a little

differently, but cleaning is shared between the volunteers at each house.

3.5.5. House Captains

Each SV house has a House Captain. This volunteer is responsible for welcoming new volunteers who come to live at the house, providing them with a tour and helping them to settle in. The House Captain is also responsible for organising house meetings, cleaning rosters, and any decisions undertaken by each house.

3.5.6. Meetings and Forums

Our activities are made possible by regular meetings for each major activity. Additionally, every Wednesday night the entire group comes together for a Team Meeting to hear and discuss any updates across our activities. This meeting is chaired by the Project Manager and minutes are taken by one of the coordinators.

After this weekly team meeting there is a rotating series of additional forums. One week there is an External Volunteer Forum, the next a Community Volunteer Forum, and the week after that an extended welfare check-in. This check-in is ideally facilitated by a volunteer who is not a coordinator, and can take the structure that is most beneficial. The Welfare Coordinator is responsible for briefing this volunteer in the lead-up to this session.

3.5.7. Welfare for volunteers

The welfare of our volunteers is paramount. Our Women's and Welfare Coordinator works closely with the Volunteer Coordinator to recruit external volunteers to our Welfare Team. This team meets regularly to discuss the needs of volunteers, and provides advice and support to each other on how best to deal with supporting the wider volunteer group. The Welfare Coordinator and Volunteer Coordinator conduct "1 week chats" a short time after each volunteer has started with SV, to check in and answer any questions volunteers may have. Additionally, volunteers are invited to a "leaving chat"

where they are able to provide feedback on their time with SV, and receive their Departure Pack, including welfare advice on leaving Samos as well as informational materials for presentations or fundraising.

3.6. Community Volunteers

3.6.1. Terminology

Community Volunteers should be referred to as Volunteers unless there is a specific need to distinguish between community, external or local volunteers.

3.6.2. Code of Conduct

Community volunteers work with SV under the same Code of Conduct, and receive the same amount of warnings for code of conduct breaches as external volunteers.

3.6.3. Community volunteer programme

As an NGO operating a community centre, we are committed to engaging as many volunteers from the community as possible. Alpha and the Hub are spaces for community members to share their skills and practice their talents. We want to be an organisation that works with the community, for the community. Our team consists of a large group of community volunteers, supported by a smaller number of external volunteers and the coordination team. As much as possible, our activities and services are led by volunteers from the camp community and supported by the external volunteer group.

The threat of COVID-19 means that we have had to fundamentally change our way of working. To mitigate the risk of external volunteers introducing the virus to Samos, we will increase our percentage of volunteers from the camp. COVID-19 has therefore acted as a driver for us to implement our Strategic Goal 2020; to revise the community programme.. We believe that the time is right to increase our community engagement.

The community volunteer program offers a wide array of possibilities for people to

become involved with the activities and services of Samos Volunteers.

In 2021, our community volunteer program will be one of our priorities. Through regular surveys and feedback mechanisms, we want to continually improve community volunteers' experience with SV. We want to create a work environment where community volunteers can feel empowered, respected and where they can develop their talents and skills. We will integrate skill building for community volunteers into our approach.

3.6.4. Community Volunteer 1:1

1:1 sessions provide a space to discuss how community volunteers feel working with SV, offer any feedback, ask questions, and seek advice. It is also an opportunity to discuss professional development and specific aims or goals that the volunteer may have while working with SV. The Community Volunteer Development Portfolio can be used to guide the supervision sessions. 1:1 sessions will be held once a month by the coordinator that works the closest with the community volunteer.

3.6.5. Community Volunteer Forum

Community Volunteer Forums are held periodically. They provide a space for the coordination team and community volunteers to meet and discuss any issues, questions or suggestions that community volunteers have. It is a space for discussion and should be open and non-judgmental. This is not primarily a meeting for decision making, but rather a forum for listening and discussion.

3.6.6. What we offer to Community Volunteers

Food: for full time community volunteers who work at least one shift a day (Monday to Saturday).

Laundry: every community volunteer can wash four bags of laundry each month.

WiFi: within Alpha

Pizza Party/Games Night: Along with entire SV team

Quiet Area: All community volunteers can use the quiet area to eat lunches, work or relax as long as they are mindful that primarily it is a working space.

Facilitating referrals to other NGOs support

Monthly phone credit

CV writing advice

References

Relevant professional training

Staying after Hours: All community volunteers are allowed to stay in Alpha after hours whilst there are still meetings or people working. For insurance purposes they cannot stay in Alpha without a coordinator.

Resources: Community volunteers may ask to borrow resources if they wish. Musical instruments can be practiced in the music practice sessions only. The quiet area needs to be a working space and music practice can be disrupting for classes and other work related activities there.

3.7. Local Volunteers

3.7.1. Terminology

Local volunteers are volunteers whose life is based in Samos.. In 2021, we will continue and expand our recruitment strategy to include more local volunteers from Samos or from Greece.

3.8. Important Additional Documents in regards to Strategic Priority 2: Our People

3.8.1. For Coordinators

- Code of Conduct
- Volunteer Agreement
- Coordinator MoUs

3.8.2. For External Volunteers

- Code of Conduct
- Volunteer Agreement
- Pre-Arrival Pack
- Pre-Arrival Training
- Arrival Pack
- Camp Induction Pack
- Departure Pack
- Fundraising Pack

3.8.3. For Community Volunteers

- Code of Conduct
- Volunteer Agreement
- Community Volunteer Pack
- Community Volunteer Development Portfolio

3.8.4. Additional Resources

- Volunteer Training Pathway and Handouts
- Definition of a Service user
- SV Decision Making Structure
- Meeting Mediation Guide
- Decisions that Require Referral to the Board

6. Strategic priority 3: Organisational Sustainability

1. Introduction

Our Organisational Sustainability is defined in this context as the work that needs to happen to ensure that SV can continue to exist as an organisation.

It should be explicitly stated that Samos Volunteers is an organisation that would ideally not need to exist. The organisational sustainability detailed here is to meet that needs of an organisation that hopes to one day not be needed.

2. Monitoring and Evaluation Plan

With a relatively high turnover of coordinators and an ever changing work context, it is important to have tools in place to guide SV's project to the achievement of its goals and vision, regardless of who is on the ground and of what is happening on the island. These tools will also serve the purpose of transparency towards SV's stakeholders. Once implemented, the M&E plan will help to define, track and improve SV's approach through its different activities, as well as measuring the impact and progress of our projects.

The monitoring aspect will focus on statistical overviews of our services, (including classes held, donations received, service users, bags washed, volunteer numbers, social media statistics and more), as well as reporting. The impact evaluation of our projects will be implemented through quarterly surveys.

3. Advocacy and Communication

3.1. Developing a solid and active advocacy strategy

SV does not affiliate with nor is against any

political party, institution or authority—but it does have a responsibility to witness human rights abuse and the disrespect of human dignity. SV does not express a political orientation in the sense of alignment or opposition with a national or international governmental body—but it does hold a political stand in terms of desidered policies and the governance of migration reception.

3.2. Diversifying the audience and content of our communication and advocacy

In order to ensure the organisation's outreach with a broader and more diverse audience, SV communication and advocacy should prioritise the diversification of content and framing. This will be achieved by exploring different sources and platforms, engaging more diverse groups and championing inclusion through our communications channels.

The focus of the CF&A Coordinator, with regards to this objective, should be to ensure the radical inclusivity and non-discrimination of peoples' countries of origin, ethnicity, income and economic situation, physical ability, religion, sexual orientation and gender identity.

For example SV should make use of inclusive language in all communication (i.e. the use of the pronoun "they"), and celebrate equally festivities and anniversaries from different cultures.

Our advocacy work will not only stand against racism and white-saviourism but actively promote and give a platform to a diverse range of people, especially local Greeks and camp residents.

We recognise that a lot of our advocacy work is with previous volunteers, a relatively

homogenous group of people, and we would like to engage a wider range of people. This can be achieved by reviewing and potentially using partnerships with community organisations to reach networks outside of our own.

4. Local Engagement

For the purpose of organisational sustainability it is fundamental that SV achieves a more solid integration into its context of operation.

Specifically, SV should strengthen its “roots” in Samos, whether through unexplored channels of communication or through practical collaboration with local stakeholders, such as recruiting or providing services. Increasing the awareness of our services amongst the local community and engaging with more Greek networks are examples of practical steps that we will undertake to consolidate our engagement in the local community.

5. SV Relevance in Samos Activities

Emergency core team

SV continues to play an active role in the emergency response team. The emergency core team is a joint collaboration between different organizations on the island to coordinate emergency responses for the camp.

Human rights lawyer project

A collection of NGOs on Samos propose the funding and facilitation of a human rights lawyer, whose primary aim would be litigation and representation in cases of alleged human rights violations on behalf of asylum-seekers and refugees within the Greek asylum process. Although independent from the organisations that facilitated the project’s implementation, SV played an active role in setting up the project, and will continue to support the project within its capacity.

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