

SAMOS VOLUNTEERS

KEY STRATEGIC DOCUMENTS 2020

INCLUDING:

2020 STRATEGIC PLAN

An explanation of our key strategic priority areas, and our initiatives in 2020.

2020 STRATEGIC PLAN ON ONE PAGE

A succinct summary of our key activities in 2020.

STRATEGIC PRIORITY AREA 1: OUR SERVICES

A document that outlines our current services and activities and our plan for the upcoming 12 months

STRATEGIC PRIORITY AREA 1: OUR PEOPLE

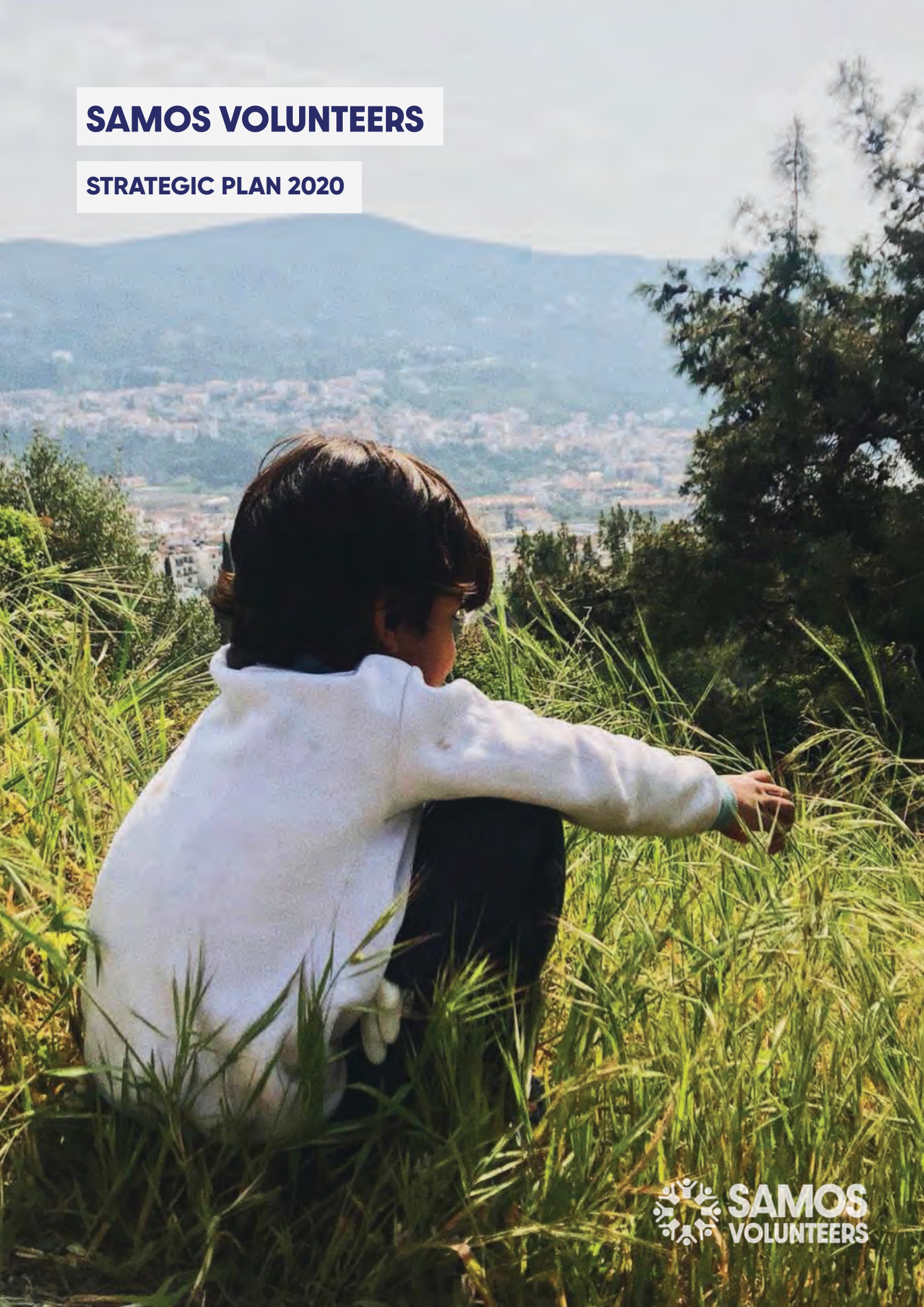
A document that explains our organizational structure moving forward, and the roles within it.

STRATEGIC PRIORITY AREA 1: OUR ORGANISATIONAL SUSTAINABILITY

An updated Communications Strategy document.

SAMOS VOLUNTEERS

STRATEGIC PLAN 2020



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SAMOS VOLUNTEERS

STRATEGIC PLAN 2020



1. Introduction

This plan outlines key delivery phases and priority areas for Samos Volunteers over the year of 2020, and progress will be reviewed periodically throughout this period.

This plan has been made with the assumption of business as usual in regards to the construction of a new camp location inland on Samos. Should construction of this camp be finished within this period, this plan will be reviewed. All rental agreements and developments should be made with this potential change in mind.

2. Vision and Purpose

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 a normality.

Our 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 2020 identifies three strategic priorities. While these strategic priorities do not capture all that we do, they exist to ensure that our resources and work is focused on delivering activities 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 for people living in the Samos Hotspot through various educational programs, services and activities

These services include psychosocial support in our community centre (Alpha) and through our Women's Activities Program, informal education through our weekly timetable of classes, and hygiene services through our laundry station.

4.1. Objectives for 2020 in regards to Strategic Priority 1: Our Services

4.1.1. Psychosocial Support

Key Objective: Establish a new Community Centre dedicated to psychosocial support

Throughout this period we will continue to refine our psychosocial support services, securing a secondary location for a dedicated community centre. This will include a dedicated women's only area.

This will allow us to offer more extensive psychosocial support services to a larger group of people, in a separate space dedicated to the recreational and relaxation activities that currently happen in the Alpha reception space and the downstairs women's area.

This will represent a core task for this period. It will involve locating and renting a suitable space, undergoing necessary renovations, and fundraising for the resulting costs.

4.1.2. Informal Education Program

Key Objective: Transition Alpha into an informal education centre

Throughout this period we will refine our education program, establishing Alpha as a dedicated informal educational center* upon the establishment of a separate community center.

This will include the reception area being adapted into a quiet study area. A more comprehensive and formal education program would be introduced.

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

4.1.3. Hygiene Services

Key Objective: Increase capacity of our laundry station

Throughout this period we will expand our laundry station capacity by renting a larger space and increasing the amount of machines.

This involves locating and renting a suitable space, undergoing necessary renovations, and securing funds for the resulting costs. Processes involved in our laundry service will also need to be revised to maximise efficiency in this larger space.

4.1.4. Kid's Activities

Key Initiative: Transition Kids Activities to partner NGO

Throughout this period we will collaborate with other NGO's to transition our Kid's Activities Program to another organisation on the island. SV will continue to support this work in a limited capacity.



5. Strategic Priority 2: Our People

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

5.1. Objectives for 2019–2020 in regards to Strategic Priority 1: Our People

5.1.1. Volunteer Welfare

Key Objective: Improve the welfare of volunteers on their journey with SV through creation of various procedures and documents

Throughout this period we will work to improve our approach to volunteer welfare through refining the following documents and processes:

Pre-Arrival

The pre-arrival part of a volunteers journey will be refined to help volunteers feel prepared before they come to Samos, and encourage them to establish support networks before they arrive. This will also involve a number of small training modules (see 5.1.2.), and pre-arrival fundraising materials.

Arrival (Induction)

This process will be improved to clarify expectations upon arrival, and set the tone of the organisation. It will also focus more on volunteer welfare at the start of their time on Samos.

Deaprture / Ambassador Program

The process of transition for volunteers away from the island will be improved, with the improvement of an ambassador program, including welfare support, fundraising materials, and alumni contacts in home countries.

5.1.2. Volunteer Training

Key Objective: Refine volunteer training and delivery

Throughout this period we will refine our training of volunteers both on the ground and before they arrive.

5.1.3. Coordination Team

Key Objective: Provide training and professional development pathways for coordinators

Throughout this period we will develop training and professional development programs for our coordination team.

5.1.4. Community Volunteer Program

Key Objective: Improve community volunteer program to better offer support and opportunities

Throughout this period we will continue to develop our community Volunteer program, to better support our volunteers from the camp.



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 2019-2020 in regards to Strategic Priority 3: Organisational Sustainability

6.1.1. Communications Strategy

Key Objective: Implement new Communications Strategy to align outward tone with organisational goals and values

Throughout this period we will implement the new communications strategy to refine the way SV communicates with various audiences. This strategy defines three main objectives for our communication channels. Primary objectives are fundraising and recruitment, and a secondary objective is advocacy.

6.1.1. Fundraising Strategy

Key Objective: The creation of a Fundraising Strategy and team, potentially externally located

Throughout this period we will create a fundraising strategy to ensure longterm organisational stability.

6.1.2. Recruitment Strategy

Key Objective: The creation of a Recruitment Strategy that reaches target demographics around the world












Throughout this period we will implement our new recruitment processes, better targeting universities, other NGOs, and refugees advocacy groups around the world.

OUR VISION	<i>SV continues to operate as an effective and stable organisation offering services for people living in the Samos Registration and Identification Center (RIC) that allow dignity, education, and a sense a normality.</i>
OUR PURPOSE	<i>To provide psychosocial support, informal education, and hygiene services to the people living in the Samos RIC.</i>
OUR VALUES	<i>Diversity, Humanity, Fairness, Transparency</i>

<p>STRATEGIC PRIORITY AREA 1 </p> <p>OUR SERVICES</p> <p>SV continues to provides support for people living in the Samos RIC through various educational programs, services and activities</p>	<p>STRATEGIC PRIORITY AREA 2 </p> <p>OUR PEOPLE</p> <p>SV continues to support both external and community volunteers through all stages of working with the organisation</p>	<p>STRATEGIC PRIORITY AREA 3 </p> <p>OUR ORGANISATIONAL SUSTAINABILITY</p> <p>Samos Volunteers continues to operate as an effective & stable organisation, with constant volunteer capacity and sustainable income streams</p>
<p>OBJECTIVES IN 2020</p> <ul style="list-style-type: none"> • Establish a new Community Centre dedicated to psychosocial support • Transition Alpha into an informal education centre • Increase capacity of laundry station with new location • Transition Kid's Activites to partner NGO 	<p>OBJECTIVES IN 2020</p> <ul style="list-style-type: none"> • Improve the welfare of volunteers on their journey with SV through creation of various procedures and documents • Refine volunteer training • Provide training and professional development pathways for coordinators • Improve community volunteer program to better offer support and opportunities 	<p>OBJECTIVES IN 2020</p> <ul style="list-style-type: none"> • Implement new Comms Strategy to align outward tone with organisational goals and values • The creation of a fundraising strategy and team, potentially externally located • The creation of a recruitment strategy that reaches target demographics around the world

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

8. Timeline of Key Initiatives 2020

	Objective	Q1	Q2	Q3	Q4	Comments
	Establish a new Community Centre dedicated to psychosocial support	Lease a space	Refurbish space	Open new space		Highly dependent on finding new space and development of new cam
	Transition Alpha into an informal education centre		Refurbish space	Launch new education program	Refine education program	Highly dependent on finding new space and development of new camp
	Increase capacity of our laundry station	Lease a space	Refurbish space			Highly dependent on finding new space and development of new camp
	Transition Kids Activites to partner NGO	Finalise collaboration with R4R				
	Improve the welfare of volunteers on their journey with SV through creation of various procedures and documents	Ongoing	Ongoing	Ongoing	Ongoing	
	Refine volunteer training and delivery	Ongoing	Ongoing	Ongoing	Ongoing	
	Provide training and professional development pathways for coordinators	Research appropriate development pathways	Ongoing	Ongoing	Ongoing	
	Improve community volunteer program to better offer support and opportunities	Ongoing	Ongoing	Ongoing	Ongoing	
	Implement new Communications Strategy to align outward tone with organisation goals and values	Ongoing	Ongoing	Ongoing	Ongoing	
	The creation of a Fundraising Strategy and team, potentially externally located	Recruit fund-raising team and define role	Ongoing	Ongoing	Ongoing	
	The creation of a Recruitment Strategy that reaches target demographics around the world	Develop recruitment strategy	Implement new recruitment strategy	Ongoing	Ongoing	

SAMOS VOLUNTEERS

STRATEGIC PRIORITY 1: OUR SERVICES



2020

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SAMOS VOLUNTEERS

STRATEGIC PRIORITY 1: OUR SERVICES

1. Introduction

Samos Volunteers formed as a direct, grassroots response to the crisis on Samos. 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.

2. Current Services

PSYCHOSOCIAL SUPPORT

HYGIENE SERVICES

1. THE ALPHA CENTRE

2. INFORMAL EDUCATION PROGRAM

3. LAUNDRY STATION

Our current services fall under two main categories – psychosocial support and hygiene services. Within these categories our three key services are defined: The Alpha Centre, our Informal Education Program, and our Laundry Station.

2.1 Psychosocial Support

The term 'psychosocial' refers to the dynamic relationship between the psychological dimension of a person and the social dimension of a person. 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 The Alpha Centre



**Open 6 days
each week**

In the context of our work on Samos, psychosocial support forms the cornerstone of The Alpha Centre and the work we do within this space. Alpha aims to facilitate community, connect people, and show every individual person that they matter and are valued.



**Serving 4000
cups of tea
every week**

In a practical sense, Alpha is a space where people can relax, socialise, and learn. It provides an important information point, directing people to legal services, medical help, and the services offered by other NGOs. It is also a space where people can drink tea, play board games, charge their phones, and rest. The Alpha Centre also encompasses our Women's Space in the basement, and Women's Saturdays when Alpha becomes an all-female space for the afternoon.



**Open every
Saturday for
women only**

Our team of volunteers work 5 shifts throughout each day to keep the space clean, welcoming, and positive. With 3-5 volunteers on each shift, we are able to welcome hundreds of people each day and serve approximately 4000 cups of tea each week.

Note: As outlined in the 2020 Strategic Plan, Alpha will split into two physical spaces – one dedicated to increasing our psychosocial support offering and the other purely dedicated to informal classes and education. It is likely that the building that is now known as Alpha will become the Informal Education Centre, but this is dependent on the suitability of the secondary location for either purpose. For clarity in this document, The name Alpha Centre will continue to refer to our community centre. dedicated to psychosocial support.

2.1.2. Informal Education Program



Over 100 informal classes and activities each week

Our Informal Education Program 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 in English, across 6 levels and ten classes. We also teach French, German, Greek, alongside classes in practical skills like music, sewing, and IT.

Our classes give people a daily routine amongst the chaos and uncertainty of the camp and the asylum process. We aim to provide a place of stability, as well as a space where people can reclaim their humanity and dignity. Our informal education program 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 2020, Samos Volunteers will endeavour to establish a dedicated Informal Education Centre*. This will allow a more structured approach to teaching and learning, with a designated teaching curriculum, student registration, and a more formalised graduation program.

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

2.2. Hygiene Services



Over 450 bags of laundry washed and dried each week

Our laundry station consists of 12 machines that run 12 hours a day, 6 days a week. A complex ticketing system allows us to methodically work our way through the camp, washing people's belongings in turn. The laundry service is an important measure against the spread of bedbugs and scabies, and we prioritise medical cases as referred by MedequaliTeam – another NGO on the island.

While we wash around 450 bags of laundry each week, the rising camp population means that it can take months to make it through the camp. For this reason, the 2020 Strategic Plan lists an expansion of the laundry station as a key initiative.

2.3. 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 Refugees for Refugees Kids Program, sorting donations at their warehouse, 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 Coordinator. 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 11th NOVEMBER								
	LAUNDRY	ALPHA CENTRE				EXTRA ACTIVITIES	MEETINGS, TRAININGS, OTHER	
MORNING Morning off:	08:00 – 10:00: Ticketing Name, Name, Name	08:00 – 11:00: Alpha Team (Alpha opens at 09:00) Notes:				8:30 - 14:00 Support R4R - meet at R4R free shop in town, bring lunch -	09:30-12:00: Protection Induction - Jane & Tillmann (by Stephanie) - please bring your passport	
	08:00 – 10:30 Laundry Captain: Name Laundry Team: Name, Name	Captain: Name	Opening 1: Name	Opening 2: Name	Opening 3: Name			Co. In Alpha: Name
	Laundry 9 – 11: Name	Emergency Response Leader:						
AFTERNOON Afternoon off:	10:15 – 13:00 Laundry Captain: Name Laundry Team: Name, Name	10:45 – 13:00: Alpha Team Notes:				8:40 - 12:30: Kids' Activities with R4R - Meet at Alpha, with badge & ID -	11:30 One week Chat - Valentin with Josie 11:30 Leaving Chat - Simona with Lavinia	
	12:45 – 15:30 Laundry Captain: Name Laundry Team: Name, Name	Captain: Name	Tasks 1: Name	Tasks 2: Name	Tasks 3: Name			Co. In Alpha: Name
	15:15 – 18:00 Laundry Captain: Name Laundry Team: Name, Name	Emergency Response Leader:						
EVENING	17:45 – 20:00: Washing Laundry Captain: Name Laundry Team: Name	12:45 – 15:00: Alpha Team Notes:				20:30 – 22:00: Fitness at Alpha - Tiger	12:00: Pick-up Food - (contact Cor(en)) 13:00 Meeting Yvonne & Amanda Meeting Shalle Lavinia, Josie Meeting Jacqui Anna Lavinia (car 2h) 14:00 – 15:00: Alpha Induction - Claire, Sophie & Yvonne (with Dan)	
		14:45 – 17:00: Alpha Team Notes:						
		16:45 – 19:00: Alpha Team (Alpha closes at 18:30) Notes: Captain: Name Closing 1: Name Closing 2: Name Closing 3: Name Co. In Alpha: Name Emergency Response Leader:						

SAMOS VOLUNTEERS CLASSROOM SCHEDULE: TUESDAY 7th NOVEMBER						
ROOM 1	ROOM 2	ROOM 3	ROOM 4	BASEMENT	QUIET AREA / OTHER	
09:15-10:30	09:15-10:30	10:00-10:30 Field Coordinator Meeting	09:15-10:30	09:15-10:30 Women's English ABC Name	09:15-10:30	
10:30-11:45 English Elementary Name	10:30-11:45 German Basic Name	10:30-12:00 Field Coordinator Meeting (continued)	11:00-12:00 ABC class Name	10:30-11:45 Women's English Beginner & Basic Name, Name	10:30-11:45	
12:00-13:15 English Beginner Name	12:00-13:15 German Beginner Name	12:30-13:45 French as a Foreign Language Name	12:15-14:00 Music Practice Name	12:00-13:30 Messages for Women Name	12:00-13:30	
14:00-15:15 Greek Basic Name	14:00-15:15 ABC for French Speakers Name	14:00-15:15 English Advanced Name	14:00-15:15 English Basic Farsi Name	13:45-15:30 Women's Afternoon Women: Name Kids: Name	13:45-15:30	
15:30-16:45 Greek Exam Class Name	15:30-16:45 French for French Speakers Beginner Name	15:30-16:45 Computer Class Name	15:30-17:00 English Basic – French & Arabic Name	15:30-17:15 Women's Afternoon (close at 5) Women: Name Kids: Name	15:30-17:15	
17:00-18:15 Greek Alphabet Name	17:00-18:15 Art Class Josephine	17:00-18:15 English Intermediate Name	17:00-18:30 Legal Info Session (English and Farsi)	17:00-18:30	17:00-18:30	

3.2. Facebook Working Groups

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

- Alpha Group** – our main working group, for general communication especially around Alpha Shifts
- External Volunteers** – for organising SV housing and other matters only relevant to external volunteers
- Volunteers** – for community volunteers, mainly for communicating the arrival of lunch
- 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 Activities – for matters relating to the basement, and Women's Saturday

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

Facebook working groups operate on a curfew, with contact limited between 8am and 11pm. On Sunday, only the Social group should be used.

4. Reminders – RRRC

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 message regularly;

C – Communicate – communicate with fellow volunteers regarding shifts, any questions you may have, keys that are needed, or resources required.

5. Working Locations

SV's work is focused over two key locations. The Alpha Centre and The Laundry Station. As marked out in the 2020 Strategic Plan, this will expand to more locations including an expanded laundry station and dedicated community centre.

SV also works in various other locations, including the R4R warehouse, the R4R kids space at the bottom of the camp, various areas around the camp during the summer months for fitness class, and occasionally at other NGOs.

6. Moving Forward – Our Services in 2020

It is important that SV stays focused as an organisation. Adding extra major services beyond what is marked out in the 2020 Strategic Plan must be signed off on by the Board of Directors.

SAMOS VOLUNTEERS

STRATEGIC PRIORITY 2: OUR PEOPLE

2020



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SAMOS VOLUNTEERS

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 ways in which SV can best support the welfare and development of our people in all stages of volunteering.

2. Current Organisational Structure

BOARD OF DIRECTORS

LOCATED EXTERNALLY

PROJECT MANAGER

LOCATED ON SAMOS

COMMUNITY CENTRE (ALPHA) COORDINATOR

EDUCATION COORDINATOR

HYGIENE & LOGISTICS COORDINATOR

WOMEN'S ACTIVITIES COORDINATOR

WELFARE COORDINATOR

VOLUNTEER COORDINATOR

COMMS & FUNDRAISING COORDINATOR

NGO LIASON COORDINATOR



PRIMARILY WORKING TOWARDS STRATEGIC PRIORITY 1: OUR SERVICES



PRIMARILY WORKING TOWARDS STRATEGIC PRIORITY 2: OUR PEOPLE



PRIMARILY WORKING TOWARDS STRATEGIC PRIORITY 3: OUR ORGANISATIONAL SUSTAINABILITY

EXTERNAL VOLUNTEERS



PRIMARILY WORKING TOWARDS STRATEGIC PRIORITY 1: OUR SERVICES

COMMUNITY VOLUNTEERS



PRIMARILY WORKING TOWARDS STRATEGIC PRIORITY 1: OUR SERVICES

SV ALUMNI AND AMBASSADORS



PRIMARILY WORKING TOWARDS STRATEGIC PRIORITY 3: OUR ORGANISATIONAL SUSTAINABILITY

3. 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 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.

4. Project Coordinator

The Project Coordinator 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 Coordinator 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.

5. Field Coordination Team

The Coordination Team guides our vision and purpose into being. 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 group on Samos.

A detailed description of the roles and responsibilities of each Coordinator can be found in the respective MoU documents. Coordinator sign up for a commitment of 6 months, with the possibility to extend. As with all volunteers at SV, Coordinators can only work with SV for a maximum of 1 year.

5.1 Community Centre Coordinator (known internally as Alpha Coordinator)

The Community Centre Coordinator is responsible for 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 of 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 of the centre on Saturday evenings.

In line with the SV 2020 Strategic Plan, the Community Centre Coordinator will work closely with the Project Coordinator in establishing a new community centre, and working to transition Alpha into a dedicated education space.

5.2 Education Coordinator

The Education Coordinator works to ensure the quality and consistency of the educational programs on offer from Samos Volunteers.

This involves working with the Volunteer Coordinator to ensure a constant number of teachers are on the ground at all times, overseeing handover of classes when volunteers leaves, 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. In line with the SV 2020 Strategic Plan, the Education Coordinator will work closely with the Project Coordinator in working to transition Alpha into a dedicated education space when a separate community centre has been established.

5.3 Hygiene and Logistics Coordinator

The Hygiene and Logistics Coordinator is responsible for the daily management and running of laundry station. This includes coordinating daily ticketing team and ensuring their access and safety in the camp, the training of new volunteers, and chairing the weekly laundry meeting. 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 statistics are also part of this role.

The logistics side of this role involves ensuring that the SV cars are regularly serviced, as well as managing the warehouse space. This includes being responsible for inventory management, security and the storage of donations at the warehouse. 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.

In line with the SV 2020 Strategic Plan, the Hygiene and Logistics Coordinator will work closely with the Project Manager in expanding the laundry centre. This will involve locating a space, undertaking necessary refurbishments, and ensuring that the transition happens smoothly.

5.4 Women's Activities Coordinator

The Women's Activities Coordinator is primarily responsible for facilitating the women's space in the Alpha Centre, plus organising the Saturday afternoon women only session. It also includes organising the weekly Women's Meeting, ensuring stock supplies for women's basement, managing the distribution of baby packs, wool and needles, and ensuring the space is kept clean and organised.

Women's Saturday is a chance for mid-term female volunteers to get involved in the coordination of various activities, and the Women's Activities Coordinator should encourage and facilitate this. This may include preparation of 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 to take place in the Women's Basement. These workshops should focus on sexual health, pre and post natal care, and legal advice. These workshops should be run by other organisations such as the Refugee Law Clinic and MedEqualiTeam.

As the Women's Basement evolves in 2020, a focus should shift away from craft activities and towards educational programs. The Women's Activities Coordinator should work closely with the Project Manager and the Education Coordinator to oversee this transition.

5.5 Welfare Coordinator

The Welfare Coordinator works towards our second strategic priority: our people. The Welfare Coordinator is responsible for organising the volunteer welfare program in close partnership with the Volunteer Coordinator. This involves conducting "one week chats" with all new volunteers, and "leaving chats" with departing volunteers, and "monthly chats" with long-term volunteers as well as each coordinator. These structured one-on-one sessions are to be recorded and appropriate feedback given on a monthly basis directly to the Project Manager as well as – where appropriate – the Field Coordination team.

This role also includes the organisation of a Welfare Team, made up of short and mid-term volunteers. The Welfare Coordinator will recruit these volunteers on an ad-hoc basis, and meet with them regularly to discuss support pathways and debrief on conversations that they may have had with other volunteers. The wider volunteer group will be encouraged to seek out members of the Welfare Team should they need support.

The Welfare Coordinator is also responsible for the coordination of additional events, workshops, and professional development sessions that work towards improving the welfare of volunteers. This includes working responsively – for example, facilitating timely debrief sessions after a potentially traumatic event.

It is essential that the Welfare Coordinator has regular debrief sessions with external professionals, as well as monthly “chats” with the Project Manager to discuss their own wellbeing.

5.6 Volunteer Coordinator

The Volunteer Coordinator is responsible for the management of all external volunteer applications, including conducting Skype 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.

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 ensuring that cancelled shifts are covered in a timely manner.

This role also involves working closely with the Alpha Coordinator in facilitating the Community Volunteer Program, and working closely with the Welfare Coordinator in managing the Welfare Program and Team. This includes supporting volunteers their general wellbeing, providing advice with boundaries issues, and responding to breaches of the Code of Conduct.

5.7 Communications and Fundraising Coordinator

The Communications and Fundraising Coordinator is responsible for the management of the SV online presence, especially social media. This work should be done with two primary goals in mind – recruitment of new volunteers, and online fundraising. A secondary goal is advocacy appropriate to SV's position with authorities on the island.

This role also includes updating all SV social media at least 4-5 times per week, increasing visibility of SV through social media channels and managing replies, as well as writing and designing the SV monthly newsletter. This role is also responsible for the collation of social media statistics for quarterly and annual reports.

Another responsibility of this role is managing contact with media and journalists. This involves responding to the initial contact, explaining SV's work and goals, as well as facilitating a meeting with appropriate coordinators or the Project Manager. It also includes maintaining an up to date database of media contacts and press clippings of articles or reports where Samos or SV are mentioned.

The Communications and Fundraising Coordinator will also work with an external fundraising team made up of members of the board and SV Alumni, to apply for funding/grants and manage the acquisition of philanthropic donations.

5.8 NGO Liaison Coordinator

The NGO Liaison Coordinator manages relationships with NGOs and Volunteer Organisations present and arriving on Samos. This role provides a focal point for all organisations present on the island, and assists new organisations set up operations on Samos through providing insights on the situation and offering contacts in order to facilitate a smooth start of projects. It also includes identifying needs on the island and contacting external organisations that may be able to fill important gaps.

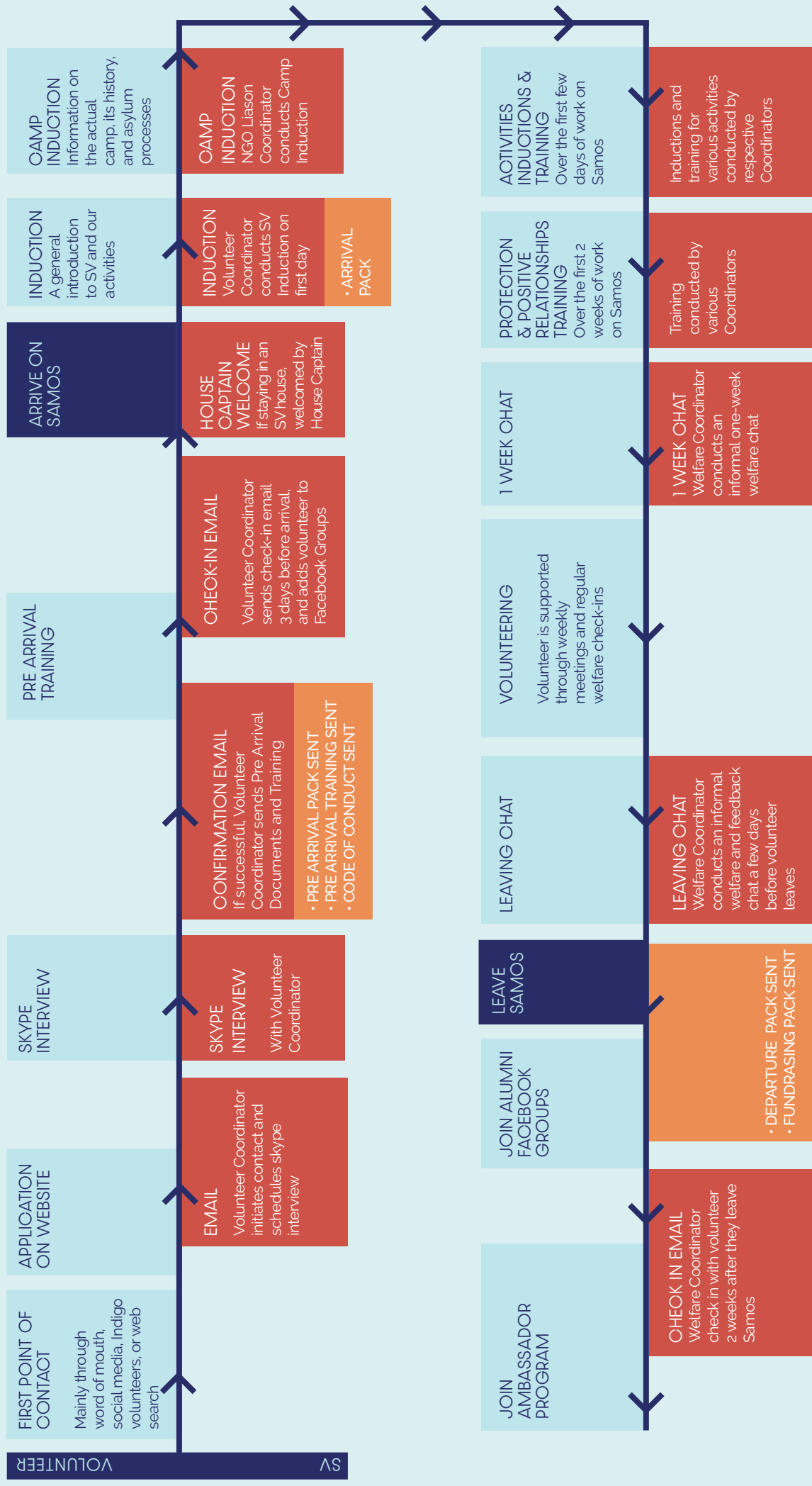
This role also involves ensuring SV coordinators, volunteers and beneficiaries are aware and up to date on new services provided by the other NGOs on the island, through the regular creation of statistics regarding the situation and different services on the island to share with different actors and volunteers.

Additionally, this role includes facilitating collaborations with other organisations, as well as writing proposals, MoUs, and reports for different partnerships and grants. This role also involves striving to create bridges between local community and SV and the refugee community through different events and collaborations.

The NGO Liaison Coordinator works closely with the Project Manager, providing daily support and appropriate guidance as needed. Also, this role includes meeting with journalists or visiting delegations and groups after initial contact is made by the Communications and Fundraising Coordinator.

6. External Volunteer Journey

External Volunteers (volunteers who do not come from the Samos refugee community) come to work with SV for a minimum of a four week period, and a maximum of one year. They must be over 20 years of age, and apply through the website. Their journey with the organisation is charted here:



6.1 Pre-Arrival

All external volunteers are sent a pre-arrival pack 2 weeks 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 will also offer 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.

6.2 Code of Conduct

All external 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 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.

6.3 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 contact details of support networks.

6.4 Volunteer Housing

SV currently leases three houses within walking distance to Alpha. External Volunteers share the cost of these houses, at a rate of 150euros 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 SV1, SV2, and SV3. Each house functions a little differently, but cleaning is shared between volunteers at each house.

6.5 House Captains

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

6.6 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 the NGO Liaison Coordinator.

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 shape that they see as beneficial. The Welfare Coordinator is responsible for briefing this volunteer in the lead-up to this session.

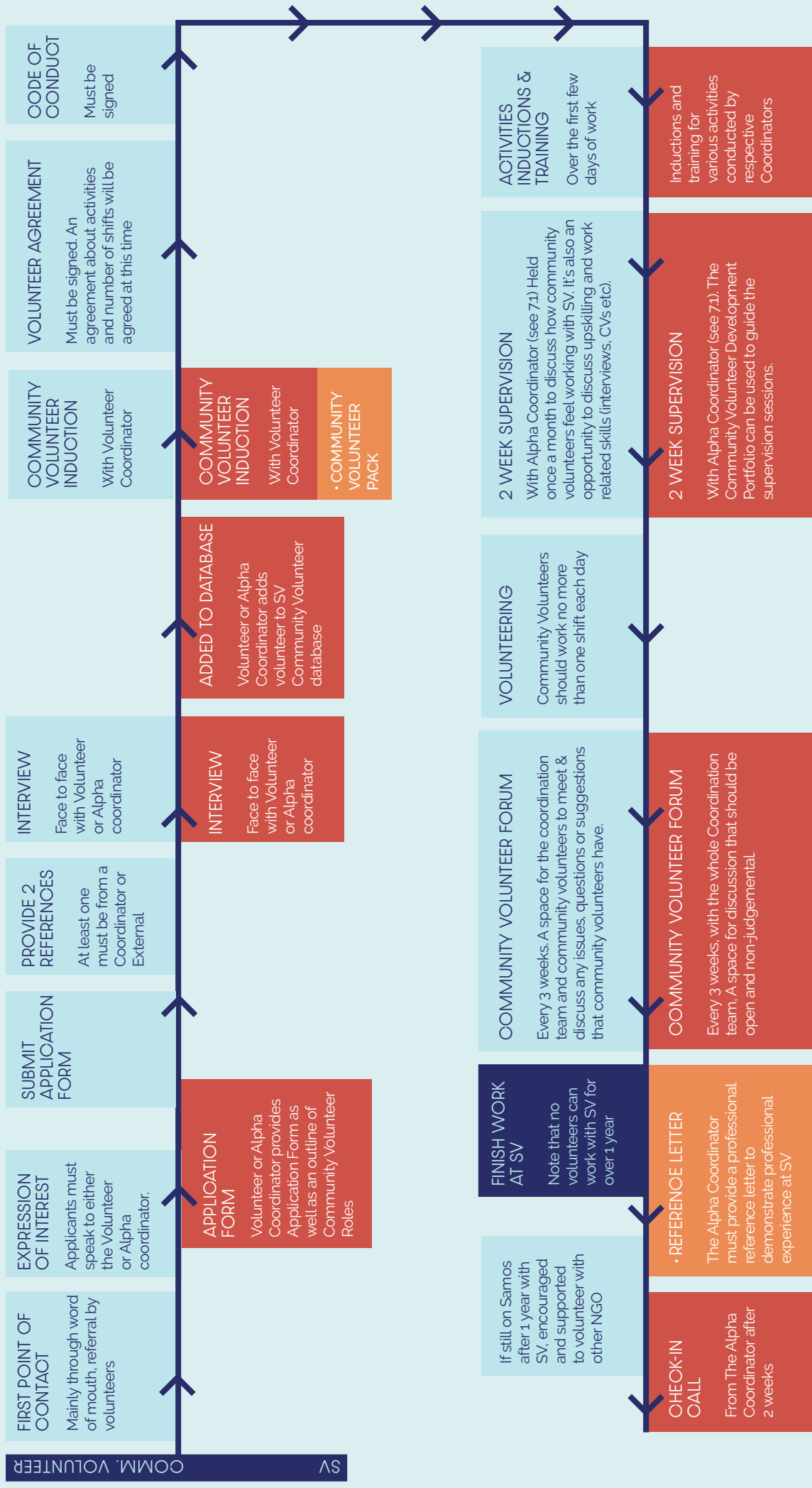
6.7 Welfare Team

The welfare of our volunteers is paramount. Our 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.

7. Community Volunteers

The primary purpose of the community volunteer program is to provide the opportunity for members of the camp community to use and develop their vocational skills, and gain work experience with SV. This professional development is tailored to each community volunteer to best suit their goals for the future. As with all volunteers at SV, Community Volunteers can only work with SV for a maximum of one year.



7.1 Community Volunteer Supervision

Supervision sessions provide a space to discuss how community volunteers feel working with SV, and offer any feedback, ask questions, and seek advice. It is also 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.

Supervision sessions should be held once a month, one on one with the Alpha Coordinator or Volunteer Coordinator.

7.2 Community Volunteer Forum

Community Volunteer Forums are held once every three weeks after the Team Meeting. 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 should be open and non-judgmental. This is primarily not a meeting for decision making, but rather a forum for listening and discussion.

7.3 Community Volunteer Benefits

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

Laundry: every community volunteer can wash one bag 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.

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 an international volunteer.

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.

7.4 Terminology

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

7.5 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.

7.6 The Asylum Process and Work

We acknowledge that our community volunteers asylum process must be their first priority and should make all accommodations around this. Community volunteers should try to communicate as early as possible if they cannot attend a shift for this reason however we appreciate that things can come up at short notice.

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

8.1 For Coordinators

- Code of Conduct
- Volunteer Agreement
- Coordinator MoUs

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

8.3 For Community Volunteers

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

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

SAMOS VOLUNTEERS

STRATEGIC PRIORITY 3: OUR ORGANISATIONAL SUSTAINABILITY



2020

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SAMOS VOLUNTEERS

STRATEGIC PRIORITY 3: OUR 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. While there are a multitude of administrative procedures that must be undertaken, this strategy focuses on SV's External Communications and the goals of these channels.

Firstly, it should be explicitly explained 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. Communications Objectives

SV's external communications have two primary objectives to ensure Organisational Sustainability, and one secondary objective.

PRIMARY COMMUNICATIONS OBJECTIVES

RECRUITMENT OF VOLUNTEERS

FUNDRAISING

SECONDARY COMMUNICATIONS OBJECTIVE

ADVOCACY

All external communications should be focused towards one of these three objectives. For example, if content is published about an event at Alpha, it should be through the lens of either fundraising, recruitment or advocacy. This allows our communications to have a strong purpose and direction, rather than just a deluge of content.

2.1. Recruitment of Volunteers

It is vitally important that SV maintains a steady recruitment of volunteers. At current, volunteers are largely recruited through contact on social media, and word of mouth from our Alumni. The SV Recruitment Strategy further details our activities towards improving recruitment and sets goals moving forward.

2.2 Fundraising

To undergo work on Samos, SV needs a constant stream of funding. A large portion of current funding comes from philanthropic donors, while a significant amount comes from various members of the SV alumni community individually organising fundraising activities. The SV Fundraising Strategy further details our activities towards improving fundraising strategies and sets goals moving forward.

2.3 Advocacy

Advocacy is not the core focus of SV's work on Samos, thus it is set as a secondary communications objective. Due to the nature of our position within the local community and with the camp authorities, SV must be extremely careful about how advocacy is undertaken. Of course the organisation must speak up about the situation on the island when it is appropriate, but often must hold back – as a wrong step could significantly impact upon SV's work. If, for example, the authorities became frustrated at something SV published and stopped access to the camp for laundry ticketing. It is a difficult balance that is inherent with SV's position on the island.

It is interesting to note that this objective absolutely contradicts the goal of organisational sustainability. Because as noted above, in an ideal world there would be no need for SV to exist.

3. Current Communication Channels

SV currently uses Instagram, Facebook, Twitter, a monthly newsletter, the SV website, and an SV Alumni Facebook group.

An overview of how these channels are used can be found on page 5 of this document.

4. Current Situation – Strengths, Weaknesses, Opportunities, and Threats

To best move forward, it is important to assess the current situation in regards to SV's communication channels.

Strengths

SV has steadily built a solid foundation of supporters through communication channels, that allow for recruitment and fundraising. Strengths include:

- Extensive coverage of our classes, activities, laundry and kids program;
- High quality of photography;
- A careful balance of content that does not aggravate the authorities, police, local community or government.

Weaknesses

While our communication channels have allowed our organisational sustainability to this point, there is definite room for improvement. Key areas include:

- Tone – SV needs to improve the integrity of our external communications moving forward, establishing a tone that conveys the seriousness of the work on Samos;
- Direction and purpose of communications – the impact of SV's communications could be improved with a clearer intent of each piece of content. For example, an Instagram story of a washing machine with no context dilutes our message and focus.

Opportunities

There are huge opportunities moving forward in terms of our communication channels. These include:

- The establishment of a clear tone that conveys our purpose in a meaningful way
- The development of a way to tell the story of our individual volunteers with seriousness and integrity, avoiding an impression of "voluntourism"
- Collaboration with other NGOs on the island on targeted campaigns, fundraising, and advocacy
- The development of an instagram account to be used as a noticeboard for people living in the camp

Threats

There are factors that SV must consider moving forward with communication channels. These include:

- Content that does not convey the seriousness of our work here may attract volunteers who are primarily coming for a nice time on a Greek island, leading to incorrect expectations upon arrival
- Content that criticises the camp authorities, police, local community or government could seriously hinder SV's position working on Samos
- Content that speaks about the people living in the camp in an inappropriate way, using over dramatic language, or minimising the many varied experiences people have when coming to Samos can convey an offensive message. Content must never speak on anyone's behalf other than SV's.

5. Target Audience

The target audiences of SV's communication channels can be guided by the objectives noted above.

In terms of volunteer recruitment, the target audience is committed, active, hardworking people with the potential to become volunteers. This demographic is often people in their twenties, or of retirement age. Due to the nature of the work here, SV should target people in their mid to late twenties or above with some professional experience to bring to the organisation. Diversity should of course be a focus, with recruitment encouraged from people from all genders and backgrounds. As mentioned above, SV needs to be mindful that target audiences in terms of recruitment should not be people who are looking to come to Samos for a holiday. It should be clear that the focus is on hard work.

In terms of fundraising, the target audience can be large benefactors or philanthropic donors, or SV alumni looking to coordinate fundraisers upon returning home.

In terms of advocacy, the target audience includes international press, local government, representatives from across the EU, and other humanitarian organisations that may be encouraged to come to Samos to work.

A new concept is an instagram account that exists as a noticeboard for people living in the camp. Inspired by the Refugees for Refugees account, this could give SV a simple way to reach a core target audience that have been difficult to reach in the past. It would be a place to post updates about what is going on in Alpha, distributions where appropriate, events, and reminders. The target audience of this account is obviously extremely varied, and content should be posted carefully and with this in mind. As many languages should be used wherever possible, but at the very least English, Farsi, Arabic, and French. Posts should be kept short and succinct, and purely informational.

6. Communications Overview

The following overview should be used as a guide for SV's external communication channels.

CHANNEL	TIMING	AUDIENCE	OBJECTIVE	TO NE	NOTES
INSTAGRAM	3/4 x weekly	Mainly potential volunteers, and alumni, but also partner organisations, potential benefactors and media.	Conveying daily activities and the situation on Samos. Focusing mainly on recruitment of new volunteers, but also fundraising and advocacy.	A slightly lighter tone than other channels, but still serious and with integrity. Minimal use of emojis, no gifs, and clear and appropriate language.	Stories should be mainly used to share news from other organisations, or more informal updates. Avoid content with no purpose. Instagram should be used with the kind of person we want to recruit in mind.
FACEBOOK	1/2 x weekly	Mainly alumni, but also potential volunteers, partner organisations, potential benefactors and media.	Conveying the broader situation on Samos as well as some coverage of our activities and milestones. A greater focus on fundraising than Instagram.	A more serious tone than Instagram, mindful that the authorities follow us on Facebook. Minimal use of emojis, no gifs, and clear and appropriate language.	Be mindful that the camp authorities follow us on facebook.
TWITTER	Daily	Other organisations, media, broader government bodies	More focused on advocacy and sharing content from other organisations, as well as reaching out to international press.	A serious tone, using clear and appropriate language.	This is currently an underused platform by SV, with lots of room to grow, especially in attracting media attention.
MONTHLY NEWSLETTER	Monthly	Alumni and supporters	Updating our community on what is happening with SV and the situation on Samos. Encouraging return volunteers and fundraising.	As this is communicating with our community, it can be slightly more conversational than other channels. Friendly, warm, inviting people to continue to be part of our community.	Volunteers should be encouraged to write content for the monthly newsletter about their experience on Samos or a relevant topic that interests them. This content can also be posted on the website.
SV ALUMNI GROUP	Bi-weekly	Alumni	Updating our community on what is happening with SV and the situation on Samos. Encouraging return volunteers and fundraising.	As this is communicating with our community, it can be slightly more conversational than other channels. Friendly, warm, inviting people to continue to be part of our community.	This is an underused resource at current that could be much better utilised to maintain a sense of community outside of Samos.
SV WEBSITE (IN REDEVELOPMENT)	Mostly static, monthly blog posts	Mainly potential volunteers, and alumni, but also partner organisations, potential benefactors and media.	Giving a broad picture of our work on Samos, encouraging recruitment and donations.	Clear, concise, transparent. Monthly blog posts written by volunteers should be thoroughly checked for appropriate tone and language.	The website is undergoing redevelopment in early 2020.
INTERNAL INSTAGRAM (IN DEVELOPMENT)	Updates about activities	People living in the camp	Information about SV activities that may be useful for people living in the camp. Acting as a noticeboard, with comments disabled to ease the upkeep of this account.	Clear, concise, and in as many languages as possible. The tone of a noticeboard – informational.	This is a new concept, but could be built to be a useful tool for residents of the camp.