Annexe 3: practical lessons for URCS

SYSTEM LEVEL: URCS strategy for capacity building

Create an enabling environment for:
- Proper induction and orientation
- Matching of activities with the volunteers’ expectations
- A variety of activities and opportunities to learn at the branch level and inform the volunteers about these activities

Review volunteer policy accordingly (appraisal period, adapting fair allowances, etc.):
- Put emphasis on youth, mainly in skill and leadership development
- Develop strategies and tools for proper recruitment, training, deployment and motivation (as a package of incentives informed by the research)

Develop a HR development system to strengthen and reinforce the volunteer’s adherence to the URCS mandate, mission, role, values, etc.

Develop data management system at branch and national level to match volunteer skills to specific programme activities

Create a supporting system to enable the development of attractive activities for the volunteers

Develop a partnership engagement strategy at national and branch level to offer volunteers opportunities (e.g. partnership with local agents supporting volunteer skills development, opportunities for income generating activities)

MANAGEMENT LEVEL: URCS volunteer management strategy: Enhancing URCS recognition of the volunteers

Train and support branch managers in coaching and supervision skills

Establish a branch development plan highlighting key development activity areas at the branch

Enhancing volunteer motivation:
- Involve the volunteers in the planning process of each project
- Provide no to low cost incentives such as verbal recognition (e.g. compliments) and tokens of appreciations with RC logo (e.g. greeting cards for frequent blood donors, happy birthday cards or text message, T-shirts, umbrella)
- Organize more events where volunteers meet their peers
- Support exchange visits for learning purposes and experience sharing
- Provide more training for volunteers, more frequently. Do that by using new technologies, such as mobile devices to disseminate information. Also offer capacities (computers with access to internet) for volunteers to have access to other types of education, such as free of charge massive open online courses
- Provide learning/skill opportunities with skill building session (e.g. role playing activities, problem solving support, teamwork and conflict resolution) and ensure time-space for the branch manager to meet the volunteers
Facilitate volunteer participation with global IFRC initiatives (e.g. e-learning platform such as CBHFA platform, Randomized Coffee Trials, online Healthy Lifestyle Community)

In all programme budgets include budget lines dedicated to volunteer motivation.

Advocacy for capacity building (volunteers at the centre of all activities). Write a section on volunteer motivation within each Community-based project proposal for partners and donors. This will legitimate the demand for budget allocation towards volunteer incentives (e.g. insurance, training) and resources for material support.