

Rsw/005/0006/2

01/01/94



PEACE IN OUR LAND

NATIONAL PEACE ACCORD TRUST

Randcoal House
21 Chaplin Road
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Telephone (011) 441-1881

P O Box 78861
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2146
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RECEIVED 01 JAN 1994

Memo to: All steering group members.

From: Christine Crowley.

Date: 15 December 1993.

At the last meeting of the steering group it was decided amongst other things that we should;

- a) communicate what we are and have been doing with as many people as possible
- b) seek nominations from various agencies for volunteers
- c) determine what other resources may be on offer.

This letter will be followed by an advert, placed in the press next year, asking volunteers to come forward.

It was further decided that we would achieve the greatest coverage if we could each draft a covering letter and post that, the letter and the questionnaire enclosed, to as many people as possible in the 'constituency' we represent.

It would be greatly appreciated if you could arrange to do this at the earliest time and preferably before Christmas. I realise that you will all have very tight schedules but it is imperative that the regions know about this initiative **before** any ads appear publicly.

Thank you for your co-operation.

Yours sincerely,

Christine Crowley

Christine Crowley.

TRUSTEES: J C HALL (CHAIRMAN), W L BARNES, C B BRAYSHAW, REV H M DANDALA,
H J J JEFFREYS, V M MURTON, J S NGWENYA, T W NYATI

Fundraising No: 01-101-029-000-2
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N A T I O N A L P E A C E A C C O R D

- iii) In bringing together the combined resources of all the agencies it is acknowledged that a great deal of attention will be given to building confidence, trust and reconstruction at the point of delivery, particularly in services made available through existing state structures. Further the very act of pulling together these services should, of itself, be seen as reconstruction of splintered and damaged relationships between the various workers in these areas
- iv) Given the potential for mistrust at grassroots and the need to bring together people from a variety of backgrounds the National Peace Committee, as a neutral organisation, would be well placed to facilitate the co-ordination of this work in the short term. This co-ordination would include;
 - * developing a national and international fund raising strategy
 - * ensuring that services meet needs in a speedy and responsive manner
 - * networking information between existing organisations
 - * establishing the need for counselling and support services and promoting training
 - * co-ordinating and co-operating with other (potentially competing) groups
 - * looking at the needs of carers
 - * building in feed back loops to check on quality and delivery at the service end
 - * facilitation and co-ordination to promote legitimacy
 - * recommending and lobbying for government playing a key role particularly in making finance available.
- v) Given the urgency, this work needs to be undertaken quickly, be focused on delivery and feed into a national strategy.
- vi) To develop this facilitation role adequately the NPC would need to recruit full time personnel. This will be put in the form of a proposal to the National Peace Accord Trust for short term (six months) funding.
- vii) The national working group would be kept small and focused (there is no intention to create a forum) and ensure rapid moves to involve and transfer as much responsibility as possible to regional structures and organisations likely to be providing or facilitating counselling services.

The group has now met three times and is proposing a two pronged approach. Firstly that we support local organisations in the recruitment, training and support of a volunteer force. Secondly that we develop a view on the longer term needs and a strategy for providing a holistic service to victims of violence and feed that into the policy debate on future welfare/health services.

It is in regard to the first proposal that we are writing to you today. As indicated earlier regions and local organisations have been canvassed to establish what services they provide, if there is a shortage of trained counsellors etc. and this information has been used to inform the group. We are also sensitive to the need to ensure you are brought actively into our discussions at the earliest time.



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15 December 1993

Dear Sir or Madam,

Re: Victims of Violence.

The National Peace Accord Trust (constituted under the National Peace Committee) recently funded a pilot project to provide counselling services to victims of violence. The pilot clearly indicated that the need for such services was widespread and in massive proportions. The indicators from the project combined with evidence from a variety of sources accessed through written communication, research and contact with victims led us to believe that:

- i) No single organisation could meet the scale of the problem
- ii) That the responsibility for the provision of a co-ordinated service must lay in the public domain (i.e. with the Government of the day)
- iii) That an urgent and co-ordinated short term intervention linked to the development of a longer term strategy was required.

With this in mind the Trust agreed to facilitate a discussion between a small group of key people, largely representing the major political players, to establish broad agreement on the need and to agree on a way forward.

This group agreed the following:

- i) The indicators are that the scale of the need for counselling and reconstruction is likely to be enormous
- ii) There is a need to bring together **all** the resources available to address this need in a co-ordinated manner and that the government of the day must be seen to be both concerned and prepared to act for victims and their needs

Perhaps the best way forward is now to share with you where we have got to with our work, outline our proposal and seek your comment or input.

We must emphasise that our involvement is facilitative, to ensure a consistent and high standard of training, to co-ordinate and assist with networking and access the necessary resources. The process must be inclusive, with no limiting timeframe and be regionally based and locally driven.

The Proposal.

To develop an outreach volunteer lay counselling service linked to and supported by existing support agencies be they church, welfare, health, civic or community based organisations.

Volunteers.

There will be an initial selection drive early in the new year. Volunteers will be asked to name an organisation known to them, and who will approve them, with whom they will be placed on completion of training. Organisations themselves will also be asked to nominate volunteers for sponsorship. The aim is to select approximately 600 people, from across the country for the first volunteer counselling cadres. The selection process will include an initial screening of written applications by a small team of people working in the field. (A profile of necessary skills, knowledge and abilities is available on request and will certainly be made available to all participating structures for additions and amendments). The remaining applications will be sent to the regional structures for them to verify, organise training and finalise placement and ongoing supervision.

The role of the volunteer.

To provide an auxiliary, lay counselling, on request, to victims of violence. This counselling service will be provided in the community i.e. in the persons home, if that is required. Counsellors will have received training in basic counselling skills, psychopathology, dealing with stress and post traumatic stress syndrome. They will receive regular support and supervision and will be aware of their own limitations and other services available to ensure that clients are provided with appropriate services at an appropriate level of skill. The counselling service should be available in the local language. Volunteers will receive an allowance to cover expenses which could be paid by the support organisation and reimbursed from the co-ordinating body.

The role of the support organisation.

Any organisation which provides a counselling service or which has identified a need for this service will be able to participate. They must be able to provide basic support resources ie somewhere to keep confidential records, a space to see clients (if that is

required) and professional support and supervision to the volunteer. Where the latter is not possible the organisation could be linked to professional support arrangements with another organisation, however, the arrangements for this must be made clear.

Regional Structures.

All participating organisations, NGO's and health and welfare structures in the region will be brought together in a regional workshop. The function of the workshop will be to determine any particular regional variations required for the project and to nominate a small steering group. The steering groups function will be to monitor progress, arrange training and to ensure a high standard of service is being maintained across the region at both volunteer and support level. A co-ordinator could be appointed to provide support to this group, network, keep an overview on volunteer placements, bring new organisations on board. There would also be a clear role for this group to identify gaps in provision and to find ways of addressing those.

National Co-ordination.

A national steering group will continue to work on policy and fund raising and collate information and research coming from the regions, the UNOMSA and COMSA etc. and liaise with other research institutions. There will be a small co-ordinating team made up of a co-ordinator, a research assistant and a general administrative assistant. These posts will be for an initial six months period. They will be facilitated and managed by the National Co-ordinator of SERD with an accountability to the Steering Group. This will be a short term arrangement until funding is secured and an appropriate managing organisation is either set up or found.

Training.

A core curriculum will be developed by the training sub group. Training will be provided full time for a minimum period of 10 working days i.e. 70 hours. Thereafter each volunteer would be required to participate in ongoing training (a requirement which, if not met could preclude further involvement) and supervision.

Training will be provided at local or regional training centres. This training will be provided by experts in the field and will include trainers from the state, para statal, non governmental and lay organisations.

Training of Trainers.

Given the expressed need for this service to begin, and remain, as local as possible it will be preferred to use local trainers. To this end local trainers will be invited on board. A trainer workshop will be convened in February to share skills, finalise the core curriculum and to look at measures of quality control. Such trainer workshops are likely to be an ongoing requirement.

We would like to ensure that you are in broad agreement with what we are proposing and, importantly, a positive response to participate in refining the proposal to address your regional needs and the need for providing this service to victims.

If you wish to make any formal inputs then this should be at the earliest time and if at all possible early in January.

We are trying to deal with this as a matter of urgency but do not wish to sacrifice quality for speed. Having said that we would like to ensure the process is well on the way **before** the April election. I hope we have managed to leave you with the understanding that this is a beginning and that the contribution from the regions will lead to an expansion and refining of the project as we proceed.

Please let us have your views at the earliest time. Preferably in early January. To aid us and yourselves we are enclosing a short form/questionnaire. Your co-operation in completing it would be appreciated. We will then undertake to contact respondents in late January early February.

⊗ One final point. We earlier made mention of government having a key role to play. It may be worth noting that we are talking about an inclusive service and that we have made our work known to the TEC and are awaiting a response from them.

We look forward to a positive response from you or your organisation and would like to wish you a happy and peaceful Christmas and New Year.

With kind regards,

Yours sincerely,



Christine Crowley

National Projects Co-ordinator
on behalf of the National Steering Committee.

1. Name of organisation:

2. Services provided:

3. Are you are registered welfare organisation: YES/NO

4. Do you employ staff or have available people who can provide professional support and supervision to volunteer counsellors:

YES/NO

5. Are you interested in participating in the Victims of Violence Volunteer Project:

YES/NO

6. If YES please circle the appropriate response below to indicate what you can provide and/or what assistance you would need.

a) Do you presently employ volunteer staff in your organisation?

YES/NO

b) Would you like to have volunteers placed with you?

YES/NO

c) Would you prefer to;

i) identify the volunteers yourself

YES/NO

ii) have someone else facilitate contact

YES/NO

or iii) don't you mind

YES/NO

d) Are you in a position to put forward volunteers now

YES/NO

7. Training.

- a) Can you provide trainers? YES/NO
- b) Would you like to nominate a trainer for the training workshop: YES/NO
- c) If YES please provide a contact name and address;
- d) Can you provide training: YES/NO
- e) Please indicate what training can you provide?
- f) Do you have premises available for training: YES/NO
- g) Where are they located:

8. Supervision.

- a) Can you provide regular supervision for volunteers? YES/NO
- b) Briefly state the background of the supervisor(s) you will be using;
- 1.
 - 2.

c) If you currently employ volunteer staff what are the selection, supervision and monitoring procedures which you use with regard to these staff:

d) Would you require extra assistance to build in the additional supervision in your organisation?

YES/NO

e) Could you estimate what you would require and give an indication of the likely cost;

9. Other resources.

a) We recognise that many people may want to contribute to this service but might feel that what they have to offer may not be appropriate. We need many things including premises, media resources, fund raising skills, ideas, time off from work for volunteers, transport etc. If you have anything at all that you can offer please let us know.

10. Please provide details of a contact person from your organisation:

11. Please return this form to:

Victims of Violence Volunteer Project,
PO Box 78861,
Sandton.
2146.

RECEIVED 02 JAN 1994

Maggie Seiler

Getting Started on a Volunteer Programme

"Let there be volunteers"

Volunteer programmes usually suffer from the problems generated by "spontaneous creation." This phenomenon occurs when an over-enthusiastic person learns of the potential of volunteer involvement and pronounces *"let there be volunteers."*

The assumption behind this pronouncement is that instituting a volunteer programme is simple and can be done instantaneously. Usually what happens is the designation of some unsuspecting staff person as "in charge of volunteers", with the immediate assignment of "going out and rounding up a bunch of them."

A volunteer programme is simple in theory, but subtle in operation. It has all the complexities of basic personnel management: job development, supervision, evaluation systems, etc. And it also has complexities all of its own. For example an over-enthusiastic volunteer will expect and work for instant solutions to any problem and will not understand why the system sometimes operates so slowly. The volunteer will become impatient and infuriated with anyone who doesn't give total dedication to a problem immediately.

Effective volunteer programmes don't happen spontaneously, and they don't happen by accident. Many decisions need to be made before any volunteers are sought for the programme.

What is the rationale for a volunteer programme?

The first step - why does the NPS wish to involve volunteers? This decision will influence the following:

- * It will determine the types of jobs and responsibility that the NPS will create for volunteers.
- * It will enable the NPS to better explain to volunteers how and why they are contributing to the work of the NPS
- * It will enable the NPS to better explain to staff why volunteers are being sought
- * It will enable the NPS to develop a plan for evaluating whether the utilisation of volunteers has been effective.

Potential Rationales

There are many potential rationales for involving volunteers. These include:

- * Providing for community outreach or input.
- * Supplementing staff resources and experiences.
- * Gaining additional expertise

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- * Giving a more personal touch in services to communities
- * Assisting in fundraising efforts.
- * Cost savings

Reaching Agreement

It is highly desirable that some agreement is reached on this rationale. In a sense the rationale will represent part of the "mission" of the volunteer programme. It will provide a quick and clear understanding of what benefit the NPS thinks will be derived from utilisation of volunteers, and provide a sense of purpose for the volunteer programme, in essence, it should answer "why are we doing this?"

Staff Involvement

Throughout this process it is essential to involve all levels of staff, if volunteers are going to be working in conjunction with paid staff, whether for them or in support of the, it is essential that staff are in agreement about the purpose and worth of the volunteer programme.

Staff who do not want to work with volunteers can destroy a volunteer effort, either through direct opposition or through indifference. If staff are not willing to cooperate in developing realistic jobs for volunteers, if they ignore volunteers or give them second class status in the NPS, if they indicate by work or action that volunteers are a hindrance not a help, then volunteers will quickly become disillusioned and de-motivated, and they will quickly find other places to volunteer.

Surveying Staff Attitudes

One method for assessing staff attitudes is to conduct a survey. The survey, which can be done either through interviewing or on paper should ascertain:

- * The level of experience of staff in working with volunteers:
Have they ever supervised volunteers before?
Have they ever worked in an agency which utilised volunteers?
- * Their level of comfort about utilising volunteers?
Are there jobs which they feel volunteers should do, or should not do?
Are there programme elements, such as additional training for staff, that should be instituted?
- * Any fears that staff may have about volunteer utilisation:
Are there potential difficulties, such as legal liability questions, that should be addressed?
Are there worries about loss of staff jobs by replacement?

The responses to this survey should tell us how staff are likely to react to the inclusion of volunteers.