Sherry Jenkins, Editorial Member

and Provostive

Volunteer Resources, working in today’s environment, will find both helpfu

important when working in a collaborative manner - a very interesting read

in address social problems in our country. She lists 10 steps that we an

Brazilian strengthen their voluntary sector, especially to work collaboratively

Mary Hadwick’s article talks about how the Canadian voluntary sector helped

interested in collaborative

to achieve (1 and 2) a need for private, public and voluntary sectors to work more

challenges - i) a need to develop a new social vision for Canada and a strategy

Annual Trustee’s Dinner is both inspiring and hopeful. The House Two intor

All the same speech, which he delivered at the Public Policy Forum’s Foundation

Key to the success of this program.

Good management of your volunteers and attention to details seem to have been

150 hours in seven weeks. Developing partnerships with youth agencies’

These ideas are based on the ideas of this article, ‘Teaching with Teenagers’, as written by

Those of you who work with youth volunteers will be interested in this.

example of the sector partnerships - a true model for others to follow.

Kelly Noland in her article, “OCN - A Railfying Point”, from The Ontario.

Provide a good insight into collaborative, both internal and external.

maximize your Power, it will be worth making an effective partnership and

collaborations that we will find solutions to the ongoing problem of terrorism.

the tragedy of September 11, 2001. It is through working together and

and people from all walks of life, the world over, have come together to deal with

welded together to help victims and their families. We have learned

collaborations, I realized how truly the topics is considered

While reflecting upon writing the editorial for this edition entitled

EDITORIAL
and social climate in your organization and the wider community. They environmental issues, including history of cooperation, the political

Winne and Ray (1994) believe effective partnerships are influenced by

- Build relationships for the long term.
- Learn from others.
- Approach opportunities with humility. Recognize that you can
- Solve problems jointly with openness and flexibility.
- Build relationships with people, not organizations.
- Deliver on promises reliably and consistently.
- Toward these goals.

Know what your partners want out of the relationship and work

describes a formula for success in partnerships.

Martha Parker, Executive Director of Volunteer Calgary (1999)

What makes an effective partnership? Who should you partner with?

the overarching motivation.

achieving your mission, while building community capacity should be
usually the focus of partnerships and collaboration discussions. However,

The efficient sharing of physical, human and intellectual resources is

Why collaborate?

partnerships to achieve their goals.

Volunteer resources work more collaboratively and forge effective

responsibility to achieve a common objective. How can managers of

strategic alliances, which involve a sharing of resources and

The Calgary Institute of Social Policy (1998) defines partnerships as

opportunity. Promotes collaboration, we need to consider both the

cooperatively has many benefits. It also has costs. In a world that

manages of volunteer resources. From our relationships with volunteers

Collaboration and partnership are familiar approaches in the work of

by Wendy MacDonald
Collaboration Within

- Frequently and focusing on desired outcomes is critical.
- Resisting self-interests is encouraged.
- Holding effective meetings which involve everyone and where
  and
  choosing a skilled convenor who can facilitate fairly and efficiently.
- Inviting participation.
- The importance of choosing appropriate members and the need of
  take initiative through leadership.
- Specifically described outside; they remind us that someone needs to
  building and encouraging trust, confirming your vision.
  bringing people together.
- collaboration:

**Successful Partnership, Volunteer and Key Partner describe critical steps in**

- Takes time, energy, resources and patience to build and sustain a
  an effective, collaborative, and some communication.
- Fail due to lack of mutual resources to initiate and sustain the work
  and outcomes are important. The collaboration needs to involve a clear
  shared vision and mutual respect. mutual respect.
- also focus on the need for relationships built on mutual respect, trust,
External Collaboration

- Linked volunteer initiatives
- Job exchanges and skill exchanges
- Idea generation and research
- Shared infrastructure
- Shared training opportunities
- Volunteer loans and exchanges
- Joint recruitment campaigns and volunteer referral

Volunteer resources to include:

1. Suggestions for effective use of collaboration between managers of like-minded organizations and programs. The American Red Cross, while your network of colleagues from professional organizations, consider working more closely with other members of your profession.

Collaboration with other managers of volunteer resources

Volunteer service effectively be planned to serve both the fund development and broader

needs of volunteers' and their efforts. She recognizes that finding and matching of service and leadership volunteers could wish to give back as well as skills and effort. Finally, she recognizes how engaged managers are often in a position to identify volunteers who may need assistance. She also links gifts of time, money and

She suggests three key areas of cooperation: securing volunteers,
management, Macdonald-Wickert, & McDonald, 2016). Strong governance and not-for-profit learning opportunities related to management of volunteers, Edmerson, Albera, The WMF helps build community capacity through Edmerson, Albera, The WMF helps build community capacity through Management Program (VSM) at Grant MacEwan College in Management Program (VSM) at Grant MacEwan College in Wendy McDonalilis the Program Chair of the Voluntary Sector Wendy McDonalilis the Program Chair of the Voluntary Sector.


Teaching Volunteerism into the Twentieth Century. American Red Cross and Association of


Volume 19, Number 1 Fall 2000: Association of Volunteer Administrators Resources and Fund Development: Staff. The Journal of Volunteer Administration

V olume 19, Number 1 Fall 2000: Association of Volunteer Administrators Resources and Fund Development: Staff. The Journal of Volunteer Administration

Powerful Synergies Exist between Managers of Volunteer

References

A broader vision of mutual benefit and a healthy community.

Although the relationships broke down,

most importantly, when values, especially ethical issues, were not

required limitations on the not-for-profit and exclusive in partnering particularly when the for-profit organization

one of the partners did not live up to his/her commitment;

benefits were not mutual, only one-sided;

community, the relationship ended when an individual left;

staff changed frequently and if the organizations were not fully

privately and not-for-profit partners. Look beyond your own goals to a
their professional colleague, and in external partnerships with public, through collaborative relationships within their organizations, with managers of volunteer resources have much to gain and much to give.
Organisations.

- Établissez des relations avec des personnes, plutôt qu'avec des
  règles ou des procédures de façons fiable et consis-
- Dans le sens de ces bus.
- Sachant ce que vos partenaires attendent de la relation et la
  valeur

une formule de succès dans les partenaires.

Marina Parker, directrice générale de Volunteer Calgary (1999) décris
partenaire ?

On est-ce qui fait un partenariat efficace ? Avec qui développe-t-on la

parler ?

capable de décrire communautaire.

Même si les attentes de votre mission, qui détermine l'implication.
notamment pour le développement d'une

et des responsabilités en vedette (et) attribuer un objectif commun. Comme

et des ressources, comprendre les alliances stratégiques, contribuent à la

Le Caledon Institute of Social Policy (1999) définit les partenariats

collaboration plus fréquente et favorise des partenariats plus efficaces pour

ouvrage des communautés. Dans un monde où la rapidité et la

bien équilibrer ces coûts. Dans un monde où la relation avec des

La collaboration et le partenariat sont des approches familiales dans le

par Wendy McDonald

MAXIMISEZ VOS POUVOIRS
Les résultats désirés

(x) l'est critique de votre vision du développement et de vos bénéficiaires.

et la part de votre rôle dans le développement des initiatives personnels.

- l'importance de choisir les membres appropriés et inviter les gens.

- (collaboration)

- spécialité les résultats désirés ; ils nous rappellent que quid

- continuer et solliciter la confiance en continuant votre vision ;

- rassécurer les gens.

- décider en concert des étapes critiques dans la collaboration ;

- construire et soutenir un partenariat qui fonctionne. Votre et Ray

La communication entre les deux parties, de l'incitation, des ressources de la ouverture pour le long terme.

- Exploits des relations pour le long terme.

- Abord des occasionnels qui sont officiels avec humilité. Reconnaissance.

- d'esprit.

- Solutionner les problèmes ensemble, avec ouverture et flexibilité.
Collaboration avec des dirigeants de ressources humaines

Fonds de pension et fonds d'épargne pour la retraite et le développement professionnel

Les fonds de retraite et les plans d'épargne sont des outils pour le développement professionnel, mais ils ne sont pas les seuls. Les dirigeants des ressources humaines peuvent également jouer un rôle clé. Ils peuvent aider à formuler et à mettre en œuvre des stratégies qui favorisent la collaboration et l'engagement des employés.

La collaboration avec des dirigeants de ressources humaines peut également aider à améliorer les relations entre les employés et les dirigeants. En encourageant l'ouverture d'esprit et la participation active, les dirigeants peuvent créer un environnement de travail plus dynamique et plus productif.

Lorsqu'ils participent à des ateliers, des conférences ou des réunions, les dirigeants de ressources humaines peuvent également offrir des opportunités de développement professionnel en matière de leadership et de gestion des ressources humaines.
Les initiatives des ressources humaines et des partenaires sociaux.

Elles, n’étaient pas alliées, la relation est tendue, pas l’image !

Les partenaires ont besoin de se qualifier.

Les partenaires ont besoin de se qualifier.

La première règle dans le partenariat est le respect des partenaires.

Des initiatives d’échanges de compétences, des échanges de compétences.

Des campagnes de recrutement et des références de.

La deuxième règle est la confiance.

Des initiatives de partenariat, des projets de partenariat.

Des occasions de formation partagées.

Les secrets de ces échanges de bénévolat.

Les stratégies de recrutement et des références de.

Collaboration externe.

Les initiatives de partenariat.

Des échanges entre employés, des échanges de compétences.

La confiance et la réciprocité.

Une infrastructure partagée.

Des occasions de formation partagées.

Des projets de ces échanges de bénévolat.

Les initiatives de partenariat.

Des échanges de compétences.
The Journal will be celebrating its ten year anniversary, and we want to make the summer issue special. In your opinion, what were your favourite and most relevant issues, and what would you like us to know.
The organization of research projects presented new needs for collaboration. As the organization matured, OCRs collaborated on a broader scale. Leading-edge activities on a grander scale. Experience on commercial projects and organizations could pursue scale of their research projects, standards were able to gain valuable and individual basis. The universities were able to increase the scope and influence. They created opportunities to link research projects to These collaborative activities enabled larger scale research projects to facilitate technology transfer.

In 1983, the organization’s primary focus was to develop cooperative infrastructure. Communities to accelerate the growth of Ottawa’s technology. OCRs grew from a need to bring together these isolated research communities and the individuals involved. Investments, programs, and services are created for the benefit of the technology and ideas can connect in such a way that new infrastructure, The organization acts as a point of convergence where people, in the Nation’s Capital, acts as the city’s lead organization to foster growth and quality of life as a model for collaboration in community and economic development.

The Government Centre for Research and Innovation, recognized globally.
Award for Business-Education Partnerships

Conference in Edinburgh, Scotland. OCR received the Global Best
International Recognition at the Education Business Partnership 2000

This collaborative approach to community needs earned OCR

the community will shape the needs of the public and private sectors.

the Oshawa community. OCR’s success lies in balancing the needs of
work together. This strategic process adds value to OCR members and
provides a layer of expertise and ongoing support to enable partners to

As an organization experienced in community collaboration, OCR

significant ongoing initiatives - some formal and others informal
of mutual benefit to all. Many of these initial projects developed into
in bringing partners together who want to undertake some new activity
at the heart of many sectors in Oshawa and is frequently the lead organization
where cultural and education companies want to cluster and grow. OCR operates
continue to build a community where people want to live and work and

The common thread through the diverse mean of programs is a drive to

Horze annually in local schools.

reaches, and post-secondary students are volunteering over 13,000
individuals and teachers. Currently 100 full-time employees,
individuals, students and teachers. Currently, 100 full-time employees,
matching service to link community volunteers with the needs of
all ages and abilities, are skilled at making a meaningful contribution
in education. Recognizing their contributions, the community, or

One program that targets all members of the community is Volunteers

in the community,

change, innovation and encourage the involvement of all stakeholders
online business and community services. The one consistent at OCR is
OCR’s projects range from tech coaches in high schools to Fostering

experience.

partnerships to create programs that enhanced students’ learning
OCR used a collaborative model, building business-education
covered the education spectrum from kindergarten to PhD. Once again,

Around the same time, OCR created and managed initiatives that
Marketplace, in particular, branding "Ottawa as more than a capital city,"

shape and to attract new companies and investments.

In April 2001, OCR extended its branding and marketing research

International Marketing

Initiative.

easyer, richer and better, SmartCapital is Ottawa's smart community

business, education, community and healthcare—all to make our lives

Smart communities deliver online applications for government,

address needs and work together in ways they never could before.

to link people and organizations together so that they can share ideas.

Smart communities use information and communication technologies

Community?

Demonstration Site for Ontario. But what does it mean to be a smart

Industry Canada named Ottawa as the official Smart Communities

SmartCapital

Major OCR Projects

as an access point to the local business community.

locally, nationally and internationally. OCR is sought internationally

change. It also is a key component in creating worthwhile relationships

goals is an important ingredient in OCR’s ability to foster growth and

Providing forums for people, business and organizations with common

breakfast, networking and a keynote speech.

Breakfasts that cater to more than 400 technology executives for

recognized for its Corporate Programs like its Technology Executive

high-level international business marketplace. Locally, OCR is most

more than 120 programs and projects from volunteers in education to

activities and external marketing. For the city, today, OCR manages

include all the former Ottawa Economic Development Corporation

valuable community. This past spring, OCR expanded its mandate to

looked to OCR as a model for building a knowledge economy and a

During the following months delegations from around the world

has emerged as one of the highest priority challenges facing the region,
To learn more about ORI visit www.orica.com.au.

613.592.8160, K Nolan@orica.com.au

To contact Kelly Nolan, Director of Communications

K Nolan is the Director of Communications for ORI.

Partnership (TOP) managed by ORI
workers to grow their economies. This is an initiative of The OIawa
competitive advantage over other cities seeking to find qualified
of innovation, a first for North America, will provide OIawa with a
will support identified needs of employers and job-seekers. This level
AI projects will be matched to economic development priorities and
projects aimed at developing and retaining qualified workers.
community-wide collaboration. It will deliver specific customized
support for building OIawa’s talent pool for all sectors. Through
Talent Works is a program designed to provide strategic, integrated

Talent Works

start-ups.

million in new sales, and over $45 million in risk capital invested in new
resulting in 4,500 new jobs, $73 million in capital invested, $341 million in new
The Center has facilitated the establishment of 2,711 new businesses,
partners, the Center serves more than 600 clients annually. Since 1995,
all sectors of the OIawa economy. Leveraging both Public and Private
and tools to support the establishment and growth of businesses across
The Entrepreneurship Center, established in 1992, provides information
The position the region for success, OIawa has taken steps to further
develop its reputation and image as place of high-tech excellence.
Developing Partnerships

Organizations provide interesting volunteer roles that will enhance teen power and many teens also hold down a part time job. How then, can an organization provide interesting volunteer roles that will enhance teen power?

Her Majesty Youth Power

2001 to develop a larger youth component in the program. Resources, I feel a balance was needed and made a commitment in June to develop a larger youth component in the program. As the new Coordinator of Volunteer come from the youth sector. As the new Coordinator of Volunteer 65% of our volunteers are seniors however only 5% of our volunteers - some have surpassed 20 years and over 10,000 hours. Approximately - Cibawe is fortunate to have a high retention rate among volunteers.

work with the organization.

Introduction

by Lynne Mosher

TEAMING WITH TEENAGERS!
skills and requirements for volunteers. For example, we supplemented our contact with the coordinator of YCC, submitting proposals and providing in advance for new volunteers and prepare material. I was in constant activities, resolve conflicts and prepare material. I was in constant assistance to day camp volunteers. We consulted our volunteers to develop a training and orientation package for both youth groups. As long-term volunteers, I worked closely with the program teams to develop my own opportunities to grow and develop. We have a clear understanding of their roles and responsibilities. Thus, we wanted to provide extra care must be taken when working with youth to be sure they clearly understand their roles and responsibilities. This is a major goal of our program. The YMCA is a unique program that works well with volunteers and volunteers.

Teen volunteers.

Teen volunteers are critical to the success of our program. They help in building character, personal growth, and teamwork. We need volunteers to help in planning, developing, and implementing our programs. We encourage our volunteers to think about their own experience and how they can contribute to the success of our program. We also encourage our volunteers to think about how they can contribute to the success of their own organizations. We encourage our volunteers to think about how they can contribute to the success of their own organizations. We encourage our volunteers to think about how they can contribute to the success of their own organizations.

The YMCA is a unique program that works well with volunteers and volunteers.

Steps to Success

1. Identify your goals and objectives.
2. Develop a clear plan for implementation.
3. Identify your target audience and create a marketing strategy.
4. Evaluate the success of your program.

Youth in the workforce.

The YMCA is a unique program that works well with volunteers and volunteers.
Summer Knights

Summer Knights was designed to teach visitors how young men become knights in medieval days and was situated in Glastonbury's extensive Knight's Mill. The museum's interpretation portrayed a variety of historical and modern elements, making it an engaging experience for all ages.

The hope to work with YLC in future projects.

Participating in the project's success was an essential component of this partnership. We worked closely with the volunteers, each of whom was assigned a specific role in the camp. One volunteer even took an active role in running the summer job. The museum provided excellent training, and the volunteers carried out their duties well, becoming a vital part of the camp staff.

The museum's approach to the camp leader was innovative, combining the responsibilities of a camp leader and camp coordinator. The program was designed to ensure that the young volunteers learned from their experience, allowing them to take on leadership roles and contribute to the success of the camp.

Communication and coordination were key, and the volunteers' responsibilities included maintaining a positive atmosphere, supervising the camp, and ensuring the smooth delivery of the program. These responsibilities were critical in maintaining a high level of comfort among the volunteers and visitors.

The museum also solved some of the problems encountered during the camp, ensuring a seamless experience for all. The program was praised for its effectiveness in engaging visitors and volunteers alike. The collaboration between the museum and the volunteers was a testament to the importance of community involvement in educational endeavors.
who were given the responsibility of finding their own replacements in the
schedule. The responsibility of arriving for shifts was placed on the teams' 
boundaries were clearly defined and extra time was spent on shift 
managers. The packages were given for the cellular area. Their duties and a 
communication on museum policy, how to proceed in case of drug and none
Similar to the day camp program, the volunteers were given detailed

supervisors and the military collection coordinator, the two interpreters, who would act as the volunteers' 
coordinators, the two interpreters, who would act as the volunteers, 
and the maintenance of the family programming, the interpretation

The sessions were then brought into the museum for an intense, four-hour

about schedules, meetings and training. I would highly recommend it.
access to the board and I used e-mail consistently as a way to inform them
was excellent tool for communicating with teachers. My two volunteers had
and the schedule was complete. Once the lesson learned, e-mail
myself, provide me with any scheduling conflicts they had; two changes were
everyone a week before their training session, they were asked to review
information. I developed a schedule that filled all shifts and sent it to
the number of shifts they were willing to work each week. I
volunteer, I asked them to provide, in writing, their availability over the
six weeks before the launch of the program. I interviewed each teen
took forward to future collaborative efforts with this well-run program.
was decided to success, both for the teachers and for the museum. I will
are excellent vehicle to recruit and screen teen volunteers. The coordinator
excellent vehicle to recruit and screen teen volunteers. The coordinator
the set-up and take-down process of craft and animal activities and present
active and kids, answer questions about the program, physically handle
suitable volunteers, We requiredmailto:eschield@uwex.edu to satisfy these in both

The coordinator of the VMAP Program worked closely with me to recruit

volunteer shifts had to be covered — two shifts per day, with two volunteers

credit activity for visitors. The program was scheduled such that 145

 supervisors for the twelve volunteers who relocated an armory ly-on and
event they could not make a shift. While they always knew they could contact their staff supervisors or me at any time, they alone were charged with ensuring all the shifts were covered. Another lesson learned was the importance of empowerment.

The team was also given a tour through the military gallery and a dry run of the interpretive tour. They were shown where all the supplies were kept, how to access staff telephones, where the fire alarm and exits were, and generally walked through the museum environment.

Finally, they were treated to a behind the scenes tour of the military collection with a staff technician. There, they got to examine suits of Armour and weaponry and ask questions. Boy, did they ask questions!

Once the program was launched, all the volunteers clearly understood their roles and set about their tasks with ease. They handled hundreds of museum visitors with aplomb and helped other areas during slow visitation days. Best of all, they showed great commitment and responsibility, they had their roles, always reporting for their shifts or ensuring they had replacements. Never once was staff left without volunteer assistance.

Both an external and internal collaboration effort went into developing this summer program as museum staff came together to provide a high level of training for teenagers. It was an excellent way to get youth excited about the museum and help them understand the entire philosophy behind the program. As Glenbow President and CEO Michael Robinson states, "Partnerships with youth volunteers are essential to developing Glenbow's new vision, energy and enthusiasm." Young volunteers bring the visiting public and staff new ways of interpreting the collections and the ideas behind the artifacts.

Setting Goals

Setting a definite goal provides excellent incentive for success in a youth program. Based on the number of volunteers who would be working in two programs, a goal of 1000 hours in seven weeks was set. A large, bright thermometer was drawn and erected in the volunteer lounge. We delighted in using the sign line "One Hot Summer of Youth Volunteering at Glenbow" making badges for all the teen volunteers and sending
I believe in people— in their potential and their capacity. Most people want to do what’s right— want to do better. That’s one of the things I love about people.

I allowed me to express my creativity and to work within some very special relationships. I love what I do. Working in the Volunteer sector and the whole career has been wonderful.

In reflecting on receiving this honour, I thought about how fortunate I am.

"Here is the speech given by Al Hathon upon receipt of his trophy."

Organizations encourage supportive legislative and regulatory frameworks for volunteering organizations in the charitable sector and government, and to facilitate relationships between the charitable sector and government. Organizations must be able to enhance the quality of services, governance, and management. The umbrella organization of 130 national voluntary organizations in the fields of health, social services, environmental justice, and unemployment aid. The organization of the Cooperation of National Voluntary Organizations, an umbrella organization, was one of the honourees. He is currently the Executive Director of the Quality of Public Policy and Public Management in our country.

"The quality of public policy and public management in our country and the service excellence, we have made an outstanding contribution to leadership. From all sectors of Canadian society, gather to pay tribute to the Public Policy Forum's Testimonial Dinner, some one thousand".

"Each year at the Forum’s Testimonial Dinner, some one thousand participants contribute their talents and energies to the Forum’s Testimonial Dinner, some one thousand. The Public Policy Forum is a non-partisan, non-profit organization committed to improving the quality of government in Canada through better dialogue between governments, the private, and the third sectors. The Forum believes that a key element of a successful and efficient public service is a healthy relationship between government, the public, and the third sector. The Forum is made up of distinguished Canadians who have made an outstanding contribution to the public policy arena."

By Al Hathon
March 29, 2001

FOURTEENTH ANNUAL TESTIMONIAL DINNER
THE PUBLIC POLICY FORUM'S
First, we need to develop a new social vision for Canada and a strategy to achieve it.

...two major challenges that we should consider: what we ought to do to give back, broaden the benefits of volunteering, and make them more significant. People have a responsibility to give back, broaden the benefits of volunteering, and make them more significant.

You, the people here tonight, represent a significant part of the leadership in our country. Both the corporate and government support is critical to our future. Both the corporate and government support is critical to our future. Both the corporate and government support is critical to our future.

But frankly, you don't do more with less. The infrastructure that supports the corporate and government support is critical to our future.

...and thought about a service - volunteers and staff are responding... What makes the voluntary sector a major economic force in Canada. The voluntary sector contributes to almost 500,000 full-time jobs, or the work force of Manitoba. The voluntary sector contributes to almost 500,000 full-time jobs, or the work force of Manitoba.

If we make the voluntary sector a better place, these volunteers contribute to 1.5 billion hours, the return on investment is the satisfaction of helping someone, making their day better, and... without realizing it, all Canadians have been touched by the generosity of voluntar... willingness to make things better.

...so few resources, working cooperatively. I love to go to work each day and do fund-raising activity. Without realizing it, all Canadians have been touched by the generosity of voluntar... willingness to make things better.
project and enhance it and depth of its Volunteer sector. My passion and my commitment is to

The Voluntary Sector Decade.

The Voluntary Sector Decade.

We can declare this decade "The Voluntary Sector Decade".

One of the reasons our country is so special is the quality

The Voluntary Sector Decade.

We can declare this decade "The Voluntary Sector Decade".

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ITEMS OF INTEREST

Websites to visit:

http://www.communications.ab.ca
http://www.community resourceinfo.ca
http://www.communitylink.ca
http://www.commu2000.com
http://www.esc.org

For their support, Merit:
Policy Forum, my family, friends, and work colleagues
made exemplary volunteer contributions. I would like to thank the public
who contributed to the overall award recipients, each of whom you will see have

while countless others volunteer – some with little recognition.

I am humble for good, this is my vocation. I make a living doing what I love
of so many dedicated staff and volunteers working in the voluntary sector.

I am honoured to receive this award. To me, it recognizes the contribution
inhabit the Atlantic Rainforest.

- SOS Mata Atlantica, dedicated to saving the flora and fauna that
  makes up the Atlantic Rainforest.
- Pela Pleta, a black women’s health, reproductive rights and anti-
  -Volunteer Centre of Sao Paulo.
- ABONG, the Brazilian Association of NGO’s,
- Proyecto Travesia, a street children’s agency,

Several years were required to build relationships, not only between the
Brazilian Cooperation Agency, The Brazilian partners include:
International Development Agency (CIDA), and then counterparts in Brazil’s
northern and southern NGO’s, but also between the funders.

CUNAID Canada — Centrale Canada —
Group C (United Way of Canada) together with Canadian representatives from the UWC-
Governmental Organizations (GOs) (non-CGRL) (Third Sector Study)
Building Project, this has brought together seven Brazilian NGO’s (non-
Thus, the seed was sown which resulted in a three and a half year capacity
building project.

By: Mary Harwick

Collaboratively
Brazilians and Canadians Learning
Sambo And Sonatas
• Pastoral da Crianca (until March, 2001) which works in the poorest rural and urban communities in Brazil to reduce infant mortality and enhance early childhood experience, and

• Programa Voluntarios, part of Communidade Solidaria, the entity created by the First Lady to support civil society (PV’s purpose is to develop and support volunteer centres - from 0 to over 30 in the past 3 years - and promote volunteer action with the public).

Canadians and Brazilians, with the help of CIDA staff, jointly developed the proposal which was approved by all the partners in 1999. This document established the values, the structure, the budget and activities and outcomes to support our lofty goal, which is: “to increase citizen participation in the voluntary sector and to strengthen the voluntary sector’s capacity to work collaboratively in addressing social problems”. Although the project is funded under CIDA’s Brazil-Canada Technology Transfer Fund, intended to transfer Canadian know-how and skills to Brazil, it became clear early in the project deliberations that Canadians would also be recipients of valuable learning. Hence, our project title became ‘Capacity-Building in the Voluntary Sector: ‘Collaborative Learning in Brazilian and Canadian Organizations’.

We agreed to focus on two major purposes. The first, “to enhance the capacity of the GETS and UWC-CC members to manage their organizations effectively,” is addressed by offering training in management of volunteers, board development, fundraising, NGO management and training skills in Brazil and by providing opportunities for Canadian NGOs to enrich their skills through the experience in the south.

Training workshops in these areas, offered by Canadian facilitators with increasing involvement of Brazilians, as both content and process resources, have been the major method of sharing knowledge and skills. Most of these activities take place in Sao Paulo, a city of seventeen million people and the location of our Brazilian partner organizations. Each of our partners is involved in large networks in Brazil, which enlarges the reach and impact of the project. Since the beginning of project activities in 1999, Brazil has experienced an enormous increase in the public awareness and professional knowledge in the project topics, therefore our interventions increasingly involve Brazilian content.
Brazilian education as the basis for a Master's thesis in Adult Education.

One of the Canadian facilitators has used her experiences and that of a
skill and in understanding the context of their Brazilian colleagues. One
Canadian facilitator experienced professional growth in both her process
course, each one of us interprets the results of his learning differently.

Prior to each activity, we all agree on the same desired outcomes. Of

services and volunteers.

poverty, hag marginalized citizens and mobilized community
Volunteer Vancouver and CoVest House, where they say that amidst
services. They also visited social agencies in the Downtown Eastside,
"Doesn't an efficient society need volunteers to provide essential
dependent issue such as "alteration or self-interest motivating volunteers?"
At the recent Volunteer Forum in Vancouver, Brazilian colleagues
continue to build strong volunteer sector players and organizations.

We have learned that although we work in different contexts, all of us are

concern of the project.

these principles is the value of collaboration in both the practice and the
multiples of learning, are applied throughout the project. Supporting all
building schools in all settlements to become autonomous centers and
event, incorporating new learning into planning the next activities and
decision making, learning and assessment, evaluating each project
on its own, pictures of diversity and contributions, sharing project management
Northern and Southern partners within our respective regions. Honoring
In all our work, we strive to maintain fundamental principles between the
knowledge and involvement makes a very positive difference in our work.
addition, the city itself passed a resolution that provides a legal foundation in
work with the community in creative ways that provide a fertile ground.
progressive municipal leadership for many years and was already working
capital of Parana, the state bordering Sao Paulo. This city has had
principle and skills needed in collaborative work. This initiative is taking
leaders to work together to determine community priorities and learn the
addressed by creating an opportunity for NGO, government and community
"community capacity" and influence at project scale, if is specifically

The second purpose, to develop collaborative models which build
opportunities to work together and knowing each other in a variety of
2. Building trust between members requires consensus effort.
1. Bringing the right people together is fundamental for making change.

this way.

A consensus of the project is the collaborative name of the work. The
opportunities to practice in a supportive environment
learning group in Brazil reinforces learning skills and provides an
relevant in the Brazilians context since boards in Brazil are structured and
process we learned that board training as we know it in Canada is less
work at the semi-annual joint GETS-WCG-CC retreats. Through this
activities. This feedback provides a basis for planning the next semester’s
changes they have made in their work as a result of attending project
similarity, twice each year, all participants are asked to indicate the
After each day of activity, evaluations involving the trainers and participants
process in a logical and planned way.

management of volunteers cycle, but they had not previously seen the
with volunteers are often very creative in finding steps in the
conceptual frameworks, are very useful. For example, people working
and Brazilian partners, Brazilians find that in addition to learning new
The story of the transnational learning is inspiring to both Canadians

context.

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She is still working on tropicallizing her sample resources for board members.

The Canadian - Centennial Canada study developed training programs and
previously worked with the local United Way and United Way
the Canadian building project in Brazil.

Mary Hardwick is currently working as the Canadian Manager of

challenging and ultimately desirable way to create lasting change.
perception and practice, collaborative work provides a satisfying,
emerging volunteer sector in Brazil and to enhance our Canadian
Art this stage of the project, as we are identifying new ways to support the

performance.

These steps provide a framework for all our work. They are useful in our

10. Maintaining motivation through feedback, support and celebration.

9. Resolving problems

8. Designing a structure and decision making procedure which allows
particulary as more and more decisions are made in Brazil;

7. Realistic project activities

6. Develop an action plan to ensure desired outcomes, budgets and
integration of the findings into the next phase of work.

5. Evaluating the processes and outcomes of the project allows for
maximize outcomes.

4. Articulating the expected results at the overall level and the more

group and the environment changes.

3. Contribute to the vision in an ongoing process as new members join the

...
Group that could be given the task of working with one specific
group, who could be given the task of working with one specific

However, I believe the best way to overcome the challenge of resistance

volunteers might get sick.

volunteers is certainly an advantage – even some of the ownership
months also bring on winter ailments and here again, access to more
in the project case, access to greater numbers of volunteers would enable

It seems as if safety might be an issue for volunteers going out at night,

wont convince everyone!

I think need to be used, though a word of caution, the reality is, you
arguments have not swayed the few volunteers still holding out other
perspectives and helping a larger number of people. At these basic
understanding the needs of the community from different
working with the other organizations which would include wider
who really need it. No doubt you have gone through the benefits of
when „ownership” grows up, so often does this is a great
when a great project for partnering! Although it is always a challenge

Response

of the outreach project and are hesitant of sharing the responsibility.

agencies, however there are few volunteers who have taken ownership
the most part our volunteer team is eager to work with the other
partnering with us to broaden the scope of this much needed service.

Several organizations, including those from the health section
people during the winter season. This involves going out at
We are starting an outreach program managed by volunteers to assist
I am coordinator of volunteers for a very large social service agency.

Scenario:

PEER EXPERTS COLUMN
There are many organizations with which to share the responsibilities of the project. Recognize those groups, ensure that they are appropriate and legitimate partners (both agencies). You may first wish to conduct a review of the intentions, responsibilities, and expectations of each of the agencies involved, as well as the intentions of your own organization. Understanding (and) which will set the goal of the activity, as

If it is to your advantage to develop a written memorandum of the joint initiative wisely. Within your local approval, the service that you are about to offer has

volunteer screening, selection, and training procedures?

Concern with you that the outreach service is needed and will be a worthwhile initiative. As you and your agency are better positioned to

Response

Cancer Society in Vancouver, B.C.

Joy Murray, Manager of Volunteer Resources for the Canadian

Hidden gold in the volunteers who are holding out, you can move them into the bigger picture. You may well find you have

combining the worth of the volunteers and union their strengths that first give the volunteer a glimpse of the bigger picture. It is only by

Is there risk of non-cooperation with other groups and also

This organization, such as a health care partner. How about keeping track
will be convinced that the project is a valuable partnership.

When your volunteers realize the planning and resources that you are

promoting outreach projects and recognizing joint initiatives;

- supervision, etc.; and

providing stable resources, including money, staff support, active

assuming liability, where action to reduce exposure.

requirements of the task;

and supervisors, based on the essential and legislative occupational

identifying the criteria for the selection and screening of volunteers

establishing the parameters of the task;

consistency in decision-making;

assessing appropriateness of effort and commitment to the task, and

considered include the following:

sharing arrangements with the other organizations, things to be

shared arrangements with the other organizations, things to be

seen, the learning in another, and vice versa. While working on the

depending on the task (your agency might provide the training in one

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As you develop the assignment responsibilities for each of the activities

the involvement of agencies in addition to your own.

the level of resources required to run this service: short time,

representing your organization;

required in some situations may only be available from volunteers

the level of agency-specific knowledge, training, or expertise that is

volunteers, even those that are not from your agency;

public perception will be that you control all of the outreach

misuse their authority...but will others?

on the success - your volunteers may know enough not to abuse or

the appearance of authority while your volunteers (and others') are

have authority under certain provincial acts that other agencies lack;

your legal authority to act - representatives from your agency may

factors to be considered in laying out the details of the MOU:
Coordinator of Volunteer Services could suggest that the present group help meet a broader range of the client's needs. It is here that the need to develop the volunteer resources within other organizations is needed to address by involving others. The training aspect points to the weaknesses in terms of providing the services and the opportunities for training. What are the strengths of their volunteer group, their weaknesses, opportunities and support to other people. In other words, what can we strengthen here is the coordination of volunteer services within the volunteers.

Secondly, the coordinator of volunteer services might ask the volunteers of the organizations for their clients through partnership with other organizations. The actual point of this exercise would point out how much more would be accomplished if other organizations were involved. The service might be enhanced if other organizations were involved. The main point of this question is the opportunity for volunteers to spend some time thinking of how the organization can be enriched by the volunteers to enhance the outreach program. Then the volunteers coordinator in an exercise of identifications might be accomplished. If volunteers are not identified, the coordinator could lead the attitude. Taking this into consideration, reduces the volunteer's lack of a clear mission focused on project management.

The coordinator's problem lies in developing these important aspects of coordination. Stronger support for their clients, the answer to this problem is provided by the assistance of volunteers in the service has undergone a radical involvement of volunteers. Providing stronger support for risk management of volunteers has taken over. The Ohio Police Service, which currently involves 400 volunteers. The coordinator of volunteer services has a real challenge on his/her hands. Rating to convince the few volunteers who have taken over coordination.
North Bay Psychiatric Hospital, Ontario
Colin Foucher, Volunteer Services Coordinator

Being provided, being project leaders, thus expanding their influence over the service roles would change from being front line volunteers to other organizational roles. The roles would not be giving up ownership at all in the outreach project. Clearly, the coordinator could demonstrate his/her volunteers that need would be strengthened.

Including more street people and the chances of more of their needs being involved in the outreach project the service would be expanded to organizations like a more diverse group of volunteers resources they would be called upon to provide team leadership outreach program. From the recruitment and development of outside volunteers, they would be strengthening their ownership in the "very larger service agency" need to be

Lastly, the volunteers in the "very larger service agency" would have control. They would become leaders in
healthy on partnerships within the community.
Proper planning in volunteering enterprises relying
Health Sciences Center in Winnipeg and coordinates volunteer
Tammy Reimer is an Administrator of Volunteer Resources with the

A corporation will be ready to embark on a great new partnership.
Armed with the knowledge and insight gained, both the non-profit and
quick read is the opportunity to gain perspective on each other's needs.
However, the greatest benefit to this organization and the corporation. It provides numerous sample outlines for both the non-profit
identifying your prospective and approaching your potential corporation.
walks you through all the necessary steps including: a needs assessment,

As a resource, this publication is both user-friendly and practical. If

By Karen Speiss

CORPORATIONS WORKING TOGETHER
PARTNERSHIPS: NON-PROFIT ORGANIZATIONS AND

By Tammy Reimer
BOOK REVIEW
<table>
<thead>
<tr>
<th>Issue</th>
<th>Theme</th>
<th>Deadline</th>
</tr>
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<tr>
<td>Fall 2002</td>
<td>Delivery Model Volunteer Service</td>
<td>24th of August</td>
</tr>
<tr>
<td>Summer 2002</td>
<td>Volunteer Anniversary</td>
<td>Articles due on the 24th of May</td>
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<tr>
<td>Spring 2002</td>
<td>Volunteers Paths for Career</td>
<td>Articles due on the 24th of February</td>
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<tr>
<td>Winter 2002</td>
<td>Volunteering Through Development Community</td>
<td>Articles due on the 24th of October</td>
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FOR SUBMISSION AND THEMES DEADLINES
5. Cost is to be determined by the Editorial Team.
4. Do not exceed the recommended.
3. A maximum of one page of ads will be permitted per issue.
2. Ads must be complete-ready.
1. Only 1/4 page and 1/2 page ads will be accepted.

Suggested Guidelines:

Advertising

The secondarily article will adopt a more practical approach, including personal experiences and feedback from current leaders and stakeholders on the subject.

The lead article will look at the topic in some depth and will normally require the author to conduct research into the subject.

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<th>Words</th>
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<tbody>
<tr>
<td>Book Review</td>
<td>150</td>
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<tr>
<td>2-3 Page Article</td>
<td>700-800</td>
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<td>Lead Article</td>
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Authors are asked to respect the following word counts:

Formal and Style

Final revisions.
The signed form is to be returned to the Editorial Team within a week along with any suggestions for revisions.

The revised version is returned to the author for acceptance before editing for publication.

The revised draft is edited for clarity and consistency by the Editorial Team.

Due to the length requirement, external reviewers may be engaged to review content. It is essential to engage these reviewers.

Submissions:
All manuscripts will be accepted either on diskette or on floppy, double-spaced pages. Submissions of no-for-profit organizations across the country.

Target Audience
The Journal's intended audience includes managers of volunteers, educators, media and leaders of not-for-profit organizations across the country.

Objective

The Journal of Volunteer Resources Management is intended:

Resource Management
Journal of Volunteer
More information to follow.

PAVR Conference in Saulie Ste. Marie
May 22-24, 2002

For more information, contact Brenda Hertel by email at
BHERTEL@JABEAG.AGON.CA

Community Matters Conference
May 8, 2002

For more information, contact Elizabeth Corrigan by email at
CORR@JABEAG.AGON.CA

CAVR Conference in Saint John, N.B.
June 13-15, 2002

National Volunteer Week
April 21-27, 2002

LOOKING AHEAD