



HARAMBEE
POLICY PLAN 2021-2024

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GLOSSARY

English	Dutch
Audit Committee	Kas Controle Commissie (KasCo)
Annual Assembly (AA)	Jaarvergadering (JV)
Articles of Association	Statuten
Board plan	Werkplan bestuur
Beach Tournament Committee (BTC)	Beach Toernooi Commissie (BTC)
Candidate Board (CB)	Kandidaatsbestuur (KB)
Canteen card	Barpas
Council of the Wise (CotW)	Raad van Wijzen (RvW)
External Affairs Committee	Externe Betrekkingen (EB)
Event Committee (AC)	Activiteiten Commissie (AC)
First Years Committee (EJC)	Eerstejaarscommissie (EJC)
Former Technical Committee (XTC)	Oud-Technische Commissie (XTC)
General Assembly (GA)	Algemene vergadering (AV)
Handbook	Draaiboek
ICT Committee (NerdsCie)	ICT commissie (NerdsCie)
Internal Rules & Regulations (IRR)	Huishoudelijke reglement (HR)
Mix Committee (MixCie)	Mix Commissie (MixCie)
Practice	Training
Referee coordinator	Vereniging scheidsrechter coördinator (VSK)
Referee Education Committee (SOCie)	Scheidsrechters Opleidings Commissie (SOCie)
Regional referees (VS3)	Regionale scheidsrechter (VS2)
Sports Centre (SPC)	Sportcentrum (SPC)
Sports Umbrella Twente (SUT)	Sports Umbrella Twente (SUT)
Technical Committee (TC)	Technische Commissie (TC)
Technical Plan	Technisch Plan
Test of Aptitude (ToA)	Proeve van Bekwaamheid (PvB)
University of Twente (UT)	Universiteit Twente (UT)

Used illustrations:

Page 3 – Bottom: Hans van Dijk
 Page 34: Hans van Dijk
 Other illustrations: Harambee Mediateam



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INTRODUCTION



Preface

Dear reader,

During the last year, the policy plan committee worked hard to get to this point during the last year. After many hours of (mostly online) discussions, writing, and rewriting, we are ready to proudly present this document policy plan to you.

The plans described in this document have been established by collecting ideas and opinions from many members of the association, and we hope that everyone who wanted to contribute has had the opportunity to do so, regardless of the communicatory challenges this corona-dominated year brought.

We wish you a lot of fun reading through our plans and good luck to the people who will take the responsibility of executing them!

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Acknowledgement

Hereby we would like to thank all members that have contributed to the development of this policy plan:

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- ❖ Emilie Dubbelman
- ❖ Frank van Hoorn
- ❖ Inez Bouwen
- ❖ Iris Leunissen
- ❖ Ivo Hagenbeek
- ❖ Jessie Huiden
- ❖ Joseé van Steenis
- ❖ Julia Voogsgeerd
- ❖ Lars Ogink
- ❖ Laura Wienke
- ❖ Leon van Beek
- ❖ Lieve Arts
- ❖ Lieke van Haastregt
- ❖ Lotte Lammerink
- ❖ Mart Veenhoven
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- ❖ Sander Klomp
- ❖ Sander Oosterveld
- ❖ Sietske van der Honing
- ❖ Stef Bunte
- ❖ Steffie Heesakkers
- ❖ Suzanne Mulder
- ❖ Thomas de Jong
- ❖ Tijmen van de Meent
- ❖ Timon Vreman
- ❖ Tjerk Westerduin
- ❖ Tom Coolman
- ❖ Willim Kiwitz
- ❖ Yuri van Midden

Introduction

The 2021-2024 policy plan was not created overnight. It was preceded by an extensive process in which members of Harambee were intensively involved, despite the COVID-19 pandemic. The ideas that came out of the public discussion moments, together with the SWOT analysis we conducted (see Appendix E), have been translated into a vision for the next three years.

The mission and vision are introduced first to clarify the framework wherein this policy plan is placed by the committee. The vision resulted into four main themes that are discussed in the chapters thereafter. Each theme consists of multiple plans on several distinct topics.

The first theme addresses plans to turn Harambee into a more decisive organisation, which will improve the internal organisation of Harambee. The second theme is about how Harambee should deal with the consequences that resulted from recent changes in external circumstances, such as the increasing number of members in general and the growth of the Mix in particular. The third theme is about adjustments to improve the current backbone of Harambee and organise it more efficiently. This includes the trainers education and refereeing policies, but also the way we encourage and appreciate activism. The fourth and final theme addresses opportunities Harambee can take advantage such as new tournaments, summer activities and a new match ball system.



Mission

The mission is described in article 2 of the association's bylaws and are as follows:

The objective of the association is to promote the volleyball game and club life of its members at the University of Twente.

The association tries to achieve this objective by:

- ❖ forming a bond between its members;
- ❖ giving them the opportunity to play volleyball;
- ❖ making propaganda for the game of volleyball;
- ❖ representing its members with the Dutch Volleyball Association, to which it is affiliated;
- ❖ taking all measures that may lead to an increase in the level of play of the members of the association;
- ❖ the deregistration of and participation in matches, in particular by participating in the competition organised by the Dutch Volleyball Association;
- ❖ spreading the knowledge of the rules of the game of volleyball among the members of the association;
- ❖ If there is a Sports Council, representing its members at the University of Twente Sports Council of which it is a member;
- ❖ all legal means at its disposal, which may be conducive to the objective.

Vision

This vision describes the origin of and philosophy behind the plans described in the document. This line of thinking cannot only be used to address the problems identified in this plan, but also for the unforeseen challenges Harambee will inevitably run into in the years to come.

Some major developments have taken place in and around Harambee since the previous policy plan. For instance, the association grew considerable along with the number of international students; another sport's umbrella has been founded drafting a new subsidy plan (i.e. Facilities Allocation Model, FAM); and the General Data Protection Regulation (GDPR) needed to be implemented. These developments brought to light some fundamental issues, as well as offer new opportunities. In this policy plan we aim to identify both in order to respectively resolve and seize them.

Over the past years it turned out to be difficult to thoroughly address problems associated with such major developments. There was little control over the growth rate of the association. The implementation of a privacy policy that complied with the GDPR was slow-moving. An agile organisation is required to be able to address such problems. However, Harambee has quite a rigid governance process. This can partly be related to the short turnaround time of Harambee members and boards and committees. However, some organisational reorganisations can be considered to improve the agility of the association, improving its ability to address large problems.

Moreover, the recent developments pose some specific challenges to the association, which require a thorough evaluation of all relevant aspects, including volleyball level, social cohesion, resources, and finance. We delineated the options we have as an association regarding these problems, such that all relevant information is at hand to make a deliberate decision. The chosen alternatives, selected after extensive debate within the association, are noted in this plan. The considered options are elaborated on in the appendices, might the situation require re-evaluation in the upcoming years.

Besides the major problems described above, we also identified some aspects of the association that have been established long since. Examples of these are the trainer education, the organisation of recruiting and assigning referees, and the appreciation of activism. However, improving them might strengthen our ability to pursue our mission as stated above.

Lastly, we always strive to shoot for the moon. Our association is in constant development, providing us with a legion of opportunities. Therefore, we also introduce some new ideas, providing us with even more possibilities to play volleyball, have fun, or make life easier for all of us.

HARAMBEE



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A DECISIVE ORGANISATION



1.1 General assemblies

General Assemblies (GAs) were regarded by many (former) board members as an obligation rather than an opportunity to discuss findings and plans with the rest of the association. Moreover, the preparations and organisation of those also demand a lot of time and effort. The board and technical committee start preparing for GAs approximately a month in advance; drafting evaluations and new plans, obtaining feedback from advisory organs, such as former boards, Council of the Wise (CotW), former technical committee members (XTC), revising the document until the eventual date of the GA. This process is quite labour intensive, and generally results into documents that are written to check the boxes and that are little ambitious. Restructuring the way the preparation of GA's is thought to reduce the workload for the board and technical committee (TC).

Moreover, the question rose whether the three feedback moments by former board members, XTC and the CotW eliminate the deliberate discussion from GAs. As a priori discussions between the board and these advisory organs already have taken place before the GA, not all relevant arguments might come up during the GA. This could hinder the explicit consideration of all relevant arguments at stake in the decision-making process of GAs. On the other hand, the GA attendees should have all relevant information available to make substantiated decisions.

Goals and means:

The workload for the board and TC in their preparation of GAs should be reduced.

1. The TC plan is abolished. Instead, the TC writes a short announcement section, comparable to that of the match secretary/referee coordinator. For example, this can be on the advances regarding the Technical Plan of Harambee.
2. The feedback process before the GA is restructured to spread the preparational workload and diminish superfluous feedback iterations on unfinished documents:
 - a. 3 weeks before GA: a draft of the agenda and relevant documentation is sent to the feedback group. The board and TC decide themselves what documentation they consider relevant to submit. The members of the feedback group can advise the board to elaborate on additional topics.
 - b. 2 weeks before GA: the agenda is sent to the association. Documentation will be uploaded to the cloud when finished.
 - c. 1 week before GA: the final agenda and all documentation (link to the cloud) is sent to the association.

GAs should be organised in such a way that they induce more substantive discussions and encourage all GA attendees to actively participate in the discussion.

1. The “feedback group” – which priorly entailed all former board members, the XTC and CotW – is reorganised: this becomes an opt-in list. The group focus on comprehensive and impartial documentations, such that the substantive discussion remains for the GA. The possibility to join this group is mentioned in all GA invitations, such that it is accessible for all members.
2. The board and TC introduce the discussion topics during the GAs by briefly presenting their most important findings.

1.2 An educated board

The candidate board (CB) is announced somewhere early June. From that moment the CB period starts, which is meant to prepare it for its board tasks. CB members felt not well prepared for their tasks before their constitution at the Annual Assembly (AA) in recent years, finding it difficult to properly assess what was expected of them. This period generally focussed on getting to know the fellow CB members and the association better, and less on function specific trainings. The CB is given various assignments by the board for this purpose. These are often based on the experience of the current board during their candidate period. Moreover, the time investment for the assignments is sometimes experienced as being too large, because CB members are often still studying full-time at that time. So, additional focus should be paid to the content matters, such as job shadowing and carrying out position specific tasks in addition to the cosy assignments during the CB period.

Furthermore, it has been found that board members are poorly informed about each other's positions and the associated tasks. Currently, board members are often independently trained for their position-specific tasks, with limited general introduction into the basics of the tasks of all board members. Consequently, board members often miss the fundamental knowledge to understand the challenges other board members are dealing with.

An important aspect of the mutual awareness of each other's tasks and responsibilities regards the financial condition of Harambee. Although it is currently stable, this has not always been the case in recent history (i.e. past decade). Moreover, it was noted multiple times by the Audit Committee that board members other than the treasurer lack sufficient awareness of the financial condition of Harambee. In many cases, this is caused by illiteracy in the general field of finance.

Moreover, the first financial audit by the Audit Committee takes place by the end of December/the start of January. Hence, if the board is not aware of the financial situation, the audit by the Audit Committee is the first time the financial administration is reviewed. If the finance has been handled insufficiently until then, the consequences for Harambee can already be considerably consequences. A review of the financial state earlier after the constitution of the board is therefore desired, to prevent such situations.

Another possibility for increasing the board's mutual awareness is to have the CB write their own budget. This can be done in consultation with the former treasurer and Audit Committee. This budget will then be presented in September, with the result that the contribution will also be determined during the AA. This replaces the current process, in which the budget for the following year is made by the former treasurer. The first version of this will be presented at the June GA. The final version is presented by the new treasurer at the AA.

Goals and means

Board members should have an understanding of the basic concepts of all board functions such that they can control each other.

1. Establish a checklist of points with general and function specific matters that have to be discussed during the CB period.
2. **The checklist (see 1.) is reviewed and updated each year before the CB period.** Focus points are:
 - a. Newly established tasks and responsibilities; are they properly incorporated, or are some additional steps needed?
 - b. Longstanding tasks that did not work out well over the past year.
3. Establish a list of concrete CB assignments, which is updated every year by the boards with their experiences, and can be used as examples for future CBs.

Board members should receive a comprehensive training about their function, both executively and theoretically, before the annual assembly.

1. Let CB members perform function specific tasks before their constitution under supervision of the current board

Board members should have more knowledge about, and insight in the finance of Harambee.

1. Organise an instruction moment on the basics of finance for the whole board (finance for dummies).¹
2. Make the CB responsible for the new budget, supported by the treasurer and Audit Committee.
3. Introduce a periodic moment (e.g. monthly) where the board discusses the financial situation more thoroughly. This moment can be part of the regular board meetings.
4. Introduce discussion moment between Board and Audit Committee two months after the constitution, where the financial condition of Harambee is discussed.

1.3 Council of the wise

It has been noted that the balance between active and inactive (i.e. not playing at Harambee anymore) members of the CotW was unbalanced at some times over the past decade. It is deemed important that some non-active members are represented, as they can review issues with a more distanced position and are often more aware of the historical context. However, if they are overrepresented, a balanced representation of insider opinions might be disturbed. Moreover, inactive members of the CotW also tend to become less contributing overtime. That in turn, debilitates the CotW as an effective advisory board. The current process of succession in the CotW (i.e. first in first out, one member is replaced each year) is working fine in itself, although it can be applied less strictly. The board should evaluate each year whether the CotW is still balanced, and, if not, how the composition should be changed. Having at most two non-active members in the CotW is advised as a rule of thumb for the balance between active and non-active members, although not set in stone.

Also, the recruitment and selection procedure for new members of the CotW varied over the past years. Sometimes the board and other times the candidate board made the call, with or without consulting other stakeholders. Moreover, these procedures differ considerably from the procedures used in other associations. To ensure the best members are recruited for the CotW, the recruitment and selection procedures should be evaluated as well.

Goals and means:

The CotW should structurally have a balanced representation between active and inactive members.

1. The composition of the CotW should be explicitly reviewed each year by the board in consultation with the CotW regarding the expertise of and balance between its active and inactive members.
2. The recruitment and selection procedure for the CotW should be reviewed regarding the responsibilities in the process and the consultation of other stakeholders.

1.4 ICT Organisation

A roadmap has been established by the previous policy plan committee, which resulted into a clear overview of the current situation and the urgent issues. Since then, all urgent issues have been resolved. The roadmap thus resulted into increased effectiveness in the Harambee ICT committee (NerdsCie), and all ICT services are up-to-date once more. Due to the positive effect of the roadmap, it is proposed to continue this annually. The NerdCie will each year evaluate the roadmap annually and the board will adjust and expand it where necessary. The board therefore has the responsibility for the roadmap.

However, much of the knowledge and skills to handle unexpected events still resides into few committee members; the dependency of the NerdsCie on a few of its members for the continuity of its services (i.e. the buss-factor) has not been reduced much, although many new members have joined the committee. The next step is thus to improve the documentation, lowering the barrier for new Nerds to contribute without depending on other Nerds and hence lowering the buss factor.

Furthermore, it has been noticed that other committees and board members are not always aware of, or do not use the functionalities of the Harambee ICT systems (e.g. committees using Google Drive rather than the Harambee Cloud, and Google Forms rather than the Harambee Fjdforms). The consequence is that the functionalities created by the Nerds are not used optimally.

Lastly, a lot of personal information is stored in the Harambee systems. To comply with the GDPR, personal information of former members has to be disposed when there is no valid ground to store them anymore. Until recently, this information was still available in the Harambee systems. However, implementation of structural procedures to make this happen for all data will improve the robustness of Harambee's privacy compliance in the future; i.e. privacy by design. Furthermore, attention should be paid in the coming years to transfer of the GDPR policies and tasks between boards, as mentioned in 1.2.

Goals and means:

The awareness of current ICT issues and challenges should be improved among the board.

1. Continue the use of roadmaps to as earlier started.
2. The board should be explicitly involved in reviewing the existing roadmap and setting up following roadmaps.

The usage of Harambee ICT facilities should be promoted among other association bodies (board, committees).

1. Make the board responsible stimulate the use of the Harambee ICT systems by the entire organisation.
2. Oblige the use of the following ICT systems by Harambee board members and committees: mail, activity system, and Harambee cloud.
3. Write a brief user manual for members (+/- 1.5 A4) discussing which Harambee systems there are and how they work.

Compliance of the Harambee ICT systems with the GDPR should be structurally established

1. Monitor privacy policies and their implementation to ensure GDPR compliance.

1.5 Sponsoring

Harambee is a fairly large association, but does not collect much money from sponsors. Several approaches to generate more sponsor income have been tried by the External Affairs committee (EB), but they all resulted in little effect. After many years of trying, perhaps cold acquisition (i.e. approaching organisations that do not have any connections to Harambee), is not a very effective way of acquiring sponsors for Harambee and consequently not really rewarding for the committee members. Therefore, we should focus more on acquisition of connections via harambee members, such as family, friends or other acquaintances from members or organisations that closely work together with Harambee (e.g. Easyprint).

Members might know someone willing to sponsor a specific team, for instance their match clothing. As this can also be seen as sponsoring in goods, it should be encouraged to do so. Discounted or free clothes also benefit the members, and thus contribute to the association feeling. However, to avoid competition for sponsors between the association and the teams, a sponsor guideline is advised which specifies the differences between sponsors for the association and sponsors for teams.

Furthermore, the composition of the external affairs is changing every year. This is beneficial for obtaining new viewpoints, but less ideal for the retention of knowledge and continuity of running projects. Also, guidelines are lacking when it comes to approaching potential sponsors, which results in a chaotic and inefficient acquisition. Another issue is finding members that are interested in doing this committee. The committee had a maximum of 3 members over the past two years, which limits the amount of work done. It seems that committees that focus on organising activities are more popular within the association. Therefore, focussing on organising activities for sponsors, such as volleyball clinics, and participating in work projects, such as the "Zwarte Cross", might make the EB more attractive to join. Additionally, allowing committee members to leave the EV after a predetermined minimal period of time, might result in members being more inclined to join the committee. This means that members are not pinned to stay a specific period and can either stay for less than a year, but also multiple years.

Goals and means:

Sponsor acquisition should be organised in a way that fits the nature of Harambee better.

1. Focus more on warm acquisition, for example by:
 - a. Organising volleyball related activities for relation, such as clinics.
 - b. Let members from Harambee play a bigger role in sponsor acquisition, especially in terms of goods, such as shirts, and tracksuits.
 - c. Set up a sponsor guideline.
2. Lower the threshold to sponsor match outfits.

The continuity and effectiveness of the EB should be improved.

1. Make joining the EB more appealing for members:
 - a. Let the EB focus on organising activities, such as clinics and work projects.
 - b. Make it possible to join the committee for an undetermined time (i.e. both shorter and longer than one season)

1.6 Profiling

Harambee is a relatively large association, but still only one small actor in several areas where many interests can conflict. The organisations that Harambee mostly depends on are the Sports Centre (SPC), the Dutch Volleyball Federation (Nevobo), and the Sports Umbrella Twente (SUT), in whichever form the latter exists. Communications with these institutions are not always as streamlined as they could be. This might harm the interests of Harambee. Especially the SUT and its various reincarnations have had a large impact on the resources subsidised, and another new system for the subsidies is already on its way. Therefore, it is important that board members show interest in, and are involved with the decision-making processes regarding those kind of changes.

Goals and means:

Harambee's interests should be effectively represented towards external institutions.

1. The association stays in regular contact with the Nevobo to discuss challenges of both parties.
2. The board is responsible for attending meetings organised for the sports associations by the SUT, SPC, and Nevobo, and proactively offers its input regarding the matters presented.
3. Should the board be unable to attend aforementioned meetings, they are responsible for sending suitable replacements.

1.7 Overview of materials

Harambee possesses a wide range of items that can be used during various kinds of events. However, some materials are totally forgotten and barely used, because possessions are stored in the various locations. This also applies to the stock held by Harambee, such as stickers and tattoos. Consequently, sometimes new materials are ordered, while plenty were still available.

Goals and means:

The materials in possession of Harambee should be used more effectively.

1. Establish an up-to-date inventory list on the Harambee Cloud, which is updated regularly with new items, and items that are structurally moved. This could, for instance, be done by the Technical Committee (TC), and treasurer together.
2. Evaluate the current Harambee inventory whether all materials can still be of use. If not, items can be disposed



2

ADAPTING TO CHANGING CIRCUMSTANCES



1.1 Member management

The number of Harambee members has increased throughout the past years. The reasons for this can be plentiful: better promotion, better level of play, better social activities, a change in the education system can all be reasons for this growth. However, the largest part of the growth can be explained by the growth of the University of Twente (UT) itself. In the UT vision 2020-2030 it is projected that the growth of the UT will stop at the current number of 12000 students, this in turn will likely stabilize the number of Harambee members as well.

In the current situation however, the question remains whether we can provide enough accommodation and other resources. There are several problems, that are caused by the limited space in the sports centre. First, many of the training blocks we can offer are regarded as inconvenient, especially at the end of the evening. Second, there is little room to add more teams. Lastly, it is hard to keep the number of people at combination practices manageable.

Next to these practical problems, Harambee should determine a standard level of service that can be guaranteed to all playing members. Currently, most teams receive one team practice and one combination practice a week. It has become clear that a large majority of the members values the opportunity of having two practices a week and is willing to accept several negative consequences to accomplish this. These include a higher contribution, late training times, and external training locations. However, Harambee has to prioritise which consequences it is willing to accept.

Moreover, there is consensus that Harambee should be able to offer volleyball to all students at the UT and Saxion. The most favourable solution seems to be to rent external halls during the regular training periods. Although this option comes with an increase in contribution between 10-20 euros, members appear to be willing to spend such amount. Sportaal announced that there is space available in the Diekmanhal and the Pathmoshal. However, they need to know before April/May if, and how much space they need to reserve for Harambee. Therefore, it is important to have a clear overview of the required space far before the registrations and team divisions. Renting external halls provides many new opportunities, such as abolishing too crowded combination practices, adding extra teams in case of growth, and making sure that teams are not filled to the brink.

We should also keep an eye on the developments of the plans the sports centre has on building an extra hall. External halls can be a valuable way of preparing the association for more space in the sports centre and we can already accustom ourselves to this extra space.

Another problem that has been brought up is the social cohesion of the association. It is considered of vital importance to keep a strong social cohesion between the members of the association. Although a larger association might make it harder, the social cohesion between members of different teams can still be sustained through committees, team-dates and other activities that Harambee is already organising.

To address these problems several scenarios have been explored, which can be found in Appendix B.

First, an attempt was made to reduce the number of practices at unpreferable times, but this proved to be too unrealistic to investigate further. Such a scenario would significantly reduce the number of practices per player and the number of teams that can be accommodated, both of which are against the results from the member survey. The only solution for this problem would be the construction of a new sports hall.

Second, it was found that Harambee can – with the use of external accommodations – grow to 22 Nevobo teams, 14 Mix teams and 2 Mix Nevobo teams. Especially in summer sufficient accommodations can be found. During the winter accommodation is more limited, which could result in some of the lowest Nevobo teams still receiving combination practices during the winter months.

Third, the issue of busy combination practices was addressed. Larger teams should be assigned two fields. One field could be assigned for smaller teams, or combination practices with lower attendance rates.

To ensure that Harambee is able to orderly introduce a membership cap, an implementation plan has been written. This implementation plan can be found in Appendix C.

Goals and means:

Harambee should be able to accommodate 22 Nevobo teams, 14 Mix teams and 2 Mix Nevobo teams

1. Rent external accommodations on a structural basis
2. Prepare an implementation plan for a membership cap and rewrite the guideline external members accordingly.

Busy combination practices should be reduced

1. Provide two field for combination practices for larger teams (>20)
2. Provide one field for combination practices for smaller teams (<20)

1.2 Mix organisation

The Mix grew a lot recently, increasing from 6 to 12 teams (10 regular mix and 2 Mix-Nevobo) over the past five years. The growth of the Mix is mainly caused by the growth of students at the University of Twente (UT). It is projected in the UT vision 2020-2030 that the growth of the UT will stop, which will most likely cause the growth of the Mix to stagnate as well. However, the demand for the Mix can still be expected to be higher than our current supply. This does pose some challenges that should be addressed.

The number of needed trainers and fields does not increase considerably when increasing the number of Mix teams. This poses no problems specific to the Mix, but more related to management in general. The organisation of matches however does pose some larger challenges. Those challenges can be roughly separated into three topics: accommodation, referees, and competition format.

Currently, the match evenings of the Mix are organised on Fridays between 19:00-21:00. The number of matches that can be played each match evening can be increased by lengthening the match evenings – between 19:00-23:00, similar to the Nevobo. This additionally allows Mix teams to watch each other's matches. As a result, lengthening the match evenings is broadly supported among Mix members.

By increasing the number of matches, however, the number of referees needed increases as well. Filling this need for referees solely with the referees from the Nevobo teams is deemed unfeasible. Letting mix players referee at least a part of their own matches could be a solution to this problem. Mix players regard this solution feasible, although support in the form of a basic referee course should be offered to ensure Mix players are capable to do so. If this option is chosen, it should be thoroughly considered how this support can be organised within or outside the existing frameworks in the association. Mix players could be either educated about the rules and procedures of volleyball during their practices, or by completing the online test about the rules of the game (i.e. Volleyball Masterz/spelregelbewijs). Besides, Mix players clearly favoured assigning teams, rather than individual persons to referee a match.

An increasing number of Mix teams would also require modifications to the Mix competition format. Several options were explored and discussed. Mix players indicated that they prefer to play against all other Mix teams and would like to have some sort of finals. If we prefer to let each mix team play against every other team, the competition system could be changed to a best-of-3-sets system in which each team plays 2 matches on an evening. This will result into 4 rounds per evening. However, no consensus was found which of the following options is preferable: playing two shorter matches per evening or playing one longer match each evening.

Lastly, we propose the introduction of match duty at match evenings of the Mix to make sure all Harambee materials are properly taken care of. Many Mix players have been supportive about this idea. There is a clear consensus however that match duty should – contrary to the Nevobo – be combined with their own matches, because they prefer to set up the nets directly before their own matches or clean up directly after their own matches. Alternatively, the match duty could be combined with referee duty, to limit how often Mix teams are required to perform mandatory duties per match evening. All teams will thus be assigned match/referee duty up to a maximum of twice a year.

Goals and means:

Mix players should referee (a part) of their own matches, reducing the dependency on the Nevobo referees.

1. Provide referee training and guidance to Mix players
2. Assign Mix teams as a referee to matches

The Mix competition should be reorganised to accommodate all matches.

1. Lengthen the Mix match evenings to 19:00-23:00.
2. Restructure the competition format.

Nets and materials should be set up in time and cleaned up after matches

1. Introduce match duty for Mix teams

1.3 Activism within the Mix

It is recognised that less Mix players have become part of the active core of Harambee over the past years, in contrast to Nevobo players where this is less the case. Several factors are thought to contribute to this phenomenon. First, the nature of Mix volleyball inherently leads to less interactions within and between the mix teams, as they have less matches and practices than the Nevobo teams and train in larger groups. The team practices and contacts around matches, of which Nevobo teams have plenty, are thought to stimulate the community feeling within a team. This team community then is an easy steppingstone towards becoming an active member in the association as a whole. This team community thus is less omnipresent in Mix teams and strongly varies between teams. Second, the nature of Mix volleyball also attracts players that do not necessarily want to become active within Harambee, as it is less compulsory. This means that a smaller proportion of the Mix members is open to becoming an active member, complicating the process of community building. Although this is not regarded as a problem as such, it demonstrates that more needs to be done to nourish an active community in the Mix as a steppingstone to becoming active within the association as a whole. It is therefore suggested to encourage interaction and communication between different Mix teams, for instance by promoting Harambee activities more actively and encouraging initiatives from the Mix players themselves.

Goals and means:

The Mix should be organised in such a way that interaction between players of various Mix teams is stimulated, as a steppingstone towards activism in the association as a whole.

1. Increase the numbers of members of the MixCie, such that the MixCie becomes a better representation of all Mix teams and has a wider reach.
2. Encourage and support initiatives from Mix players that contribute to the Mix community, especially for those members who are in less active teams.

1.4 Trainers appreciation

Starting September 2021, the Sports Umbrella Twente (SUT) will implement a new model for the division of subsidies. In this model, the association will not receive any funds for the compensation of volunteer trainers. In replacement for this direct compensation, trainers will be awarded certain privileges, such as a free UnionCard and UT Fitness card for the year in which they are employed.

Because Harambee used to receive a significant amount of money for student trainers, which was used directly for financing their compensation, the way in which Harambee continues to show her appreciation for trainers without these funds, needs to be considered. In Appendix A, the detailed analysis on the costs associated with the new model and the financials on the new proposition can be found. This proposal is discussed hereafter.

The committee proposes to provide the trainers free volleyball at Harambee. This means that the standard compensation for trainers will be their Harambee contribution for that season, which will not be collected. The trainer will earn this fee for the part in which they are active, which means that a Nevobo trainer will earn his Nevobo contribution and a beach trainer earns his beach contribution. However, there are a few cases where trainers do not play Nevobo competition at Harambee, but do train a team at Harambee. For these cases a compensation should be determined monetarily comparable to that of the trainers that do play Nevobo competition at Harambee.

Finally, there is great enthusiasm for having the option of free coffee and tea in the sports canteen for all trainers. It should be discussed with the canteen to get a button on the cash registry comparable to the one that is used for the employees of the sports centre and perhaps get some bulk discount.

Another aspect that should be considered is the compensation of VT3 trainers. Currently, they are paid double the amount of a standard trainer. This system was based on the premise that these trainers could earn back their entire expenses of following the VT3 course within two years. The committee proposes to reserve the amount that is currently spent on this additional VT3 compensation, around 1000 euros, to directly finance the trainer education courses and any follow-up activities for these trainers, provided that they meet certain conditions. These conditions are the same as those currently defined in the trainer regulations, such as giving practices at Harambee for at least two years and participating in internal trainer education activities. A solution should be determined for trainers who are currently in the process of completing or have completed a VT3 course, and therefore do not yet fall under the new policy. The board will take the initiative in coming to a transitional arrangement in cooperation with these trainers.

Since the new form of compensation assumes trainers are active for a whole year, instead of rewarding them per practice they give, the board should make clear regulations on the conditions trainers should fulfil in order to be eligible for the entire or partial compensation. This is especially true for the VT3 trainers whose costs of the trainer courses have been paid by the association.

Goals and Means:

The compensation system of trainers should be reformed to one that is suitable with the changes in the sports subsidy model.

1. Exempting trainers from paying the contribution fee for the relevant part, i.e. indoor trainers earn their indoor contribution fee and beach trainers the beach contribution fee.
2. Compensate the trainers who do not play in a Harambee team in proportion to the monetary value determined by the first mean.
3. Provide free coffee and tea to all trainers.
4. Fully finance trainer education courses for aspiring VT3 trainers and any follow-up activities for current VT3 trainers.
5. Make a transitional arrangement for trainers currently following or have completed a VT3 course.
6. Make clear conditions a trainer should fulfil to get the compensation.



3

STRENGTHENING THE BACKBONE



2.1 Trainer education

Currently, Harambee has several moments throughout the year in which trainers have the possibility to attend an activity focused on improving their skills as a trainer. The most important ones are the general course aimed at beginning trainers, and the practical course aimed at beginning and advanced trainers. Currently, the Technical Committee tries to find an available external trainer or VT-3 trainer who is willing to organise such a course. However, they are only given a general instruction, such as: "organise a course for beginning trainers". This leaves the experienced trainer with merely a vague idea of what it is Harambee needs him to teach the new trainers. Additionally, these courses are at high risk of showing much overlap, since the trainers giving the courses are often not the same ones, are lacking coordination, and get little guidance from the Technical Committee.

Since the previous policy plan, some improvements have already been made in the way these activities are organised. While these activities have proven to be valuable learning opportunities, a structured and coordinated approach can improve the continuity and overall quality of our trainer education programme. The TC is currently working on starting a group in the image of the Referee Education Committee, who are responsible for the education of referees, but this one will focus on the trainers. They are already working on a new education programme that focuses more on active guidance of beginning and advanced trainers. This programme also incorporates a long-term learning scheme, so trainers keep on developing their skills as a volleyball trainer and coach.

Goals and means:

Harambee should have a structured education programme that addresses the needs of both beginning trainers and experienced trainers.

1. Start a committee consisting of experienced trainers, that is responsible for the education programme.
2. This committee will set up an education programme in collaboration with the Technical Committee.

2.2 Internal referees (VS1 & VS2)

Internal referees lead all home matches of 1st class and lower. However, a considerable number of referees stick in the lower volleyball levels, limiting the number of available referees at higher levels. Over the past seasons, the largest bottle neck was the first home weekend; a new referee coordinator (VSK) has just started, the new referees are not trained yet, and a considerable portion of the (higher level) referees entering their second year are not available anymore. Two problems limiting the growth of the number of referees available to referee higher level matches are identified. First, a considerable portion of the members have quite an aversion of becoming a referee and moving on to higher levels, because they do not feel comfortable in that position where you can receive a lot of criticism. Moreover, the commitment of refereeing two consecutive seasons, is considered quite an obstacle of becoming the team referee (again). Although both problems are difficult to resolve entirely, members might be more inclined to become a referee, if the burden to become one was reduced. Allowing teams to divide the work load over more team members is first step in doing so, making it moreover more of a team effort at the same time.

The VSK currently often resolves the issue by contacting many “sleeping” referees (i.e. people that have the required certificates, but do not referee on a regular basis anymore). These “sleeping” referees are willing to referee a match incidentally, as long as they do not have to commit for an entire season or more. Using these “sleeping referees” more structurally, but on voluntary basis, might make more referees available for the higher level matches. This reduces the burden on both the VSK, and on the team referees; the VSK has less difficulty completing the schedule, and the team referees have to referee less matches and do not necessarily have to move on to higher level matches.

Goal and means:

It should be promoted to become a referee at Harambee, especially for the higher level matches, such that it becomes easier for the VSK to complete the referee schedule as structurally more referees are available.

1. Promote claiming a number of matches among “sleeping” referees on an opt-in basis via a subscription system in addition to the regular team referees. This can be incorporated in the standing workflow of scheduling the regular referees. The “sleeping referee” list can also be easily used to find replacements.
2. Promote participation in the referee course also among non-team referees, such that the load is divided and it becomes more of a team effort.

2.3 Regional referees (VS3)

Over the past years, a considerable aversion is noted among the teams that have to assign regional referees. Some referees voluntarily fulfil a part of the obligation. If not enough volunteers are available, the teams are instructed to resolve the remaining vacancies. To this end they often resort to either recruiting referees from other teams, or resolving it internally by bidding or drawing straws. Several issues are identified that can be addressed to reduce the reluctance of players to become a regional referee.

First, the information of both the involved board members and the teams appointing the regional referees can be improved. Currently teams are only demanded to appoint a certain number of regional referees, without contextual information that might make the job more fun to do or alleviate its burdens. The board's referee coordinator generally also does not know exactly what it entails to be a regional referee.

Second, non-voluntary regional referees often feel like their team members fail to appreciate the effort that it takes to successfully complete the job. Combined with the already involuntariness of the job, this results into the reluctance to do the job or do the job again. Improving the visibility of those efforts and thereby the recognition of these referees, can make to job more attractive. Showing more appreciation for these referees can be considered.

Last, the current focus on recruiting regional referees from our highest teams might not be the most effective way to fulfil the demands of the Nevobo. It is recognised that refereeing well on a regional level is not for everybody. Many players do not feel comfortable to referee. This reluctance is even larger regarding regional matches as the level is higher. This might be addressed by training all higher playing teams to obtain some basic refereeing skills, but we could also stimulate ambitious referees in Harambee, that are not playing the teams that have to appoint regional referees, to engage in an additional challenge by moving on to a higher level. **Additionally, the way some teams try to seduce players to referee in their place by offering money might contribute to a suboptimal recruitment of regional referees and moreover results into unequal rewarding. Therefore, the rewards for regional referees should be organised centrally within the association.**

Goals and means:

The information position of the referee coordinator of the board about regional refereeing and the VS3-course should be improved, allowing him to inform the teams and referees better.

1. Improve the documentation on regional refereeing and the VS3-course for the referee coordinator (VSK) and regional referees in consultation with previous VSKs and regional referees.

The regional referees should be supported in such a way that being a regional referee is experienced as less of a burden.

1. Build a community of regional referees in Harambee, allowing them to help each other and make it more fun to be a regional referee.

The appointment procedure should be organised in such a way that the most appropriate members become a regional referee.

1. Stimulate talented referees throughout the entire association to move on to higher level refereeing. To achieve this, the initial recruitment and appreciation of regional referees is organised centrally by making the VSK responsible for this. He can use the expertise of the Referee Education Committee to support him in this task. If the organisation wide recruitment does not result into sufficient voluntary regional referees, the remainder has to be fulfilled by the teams playing in competitions that require assignment of regional referees in accordance with the Internal Rules & Regulations.
2. Improve the refereeing level in the higher playing teams.
3. Organise the reward for regional referees centrally, such that all regional referees in Harambee are rewarded equally.

2.4 Stimulation of activism

Board members seem to fill the committees they are responsible for by asking people they know well. This leads to committees that are often filled by the same people. Moreover, committees are not filled with the most motivated people for the job. To give new or non-active members more possibilities to join a committee they like and achieve high levels of motivation in committees, there should be a shift from a recruitment procedure towards an application procedure.

To stimulate activism among members that are not active yet, a personal approach and a good organization from the board would help so they know what different committees entail and how much time it takes. In order to achieve this, a committee market should be organized twice annually: one in the beginning of September for the committees that last the entire season, and a second one in February to recruit for the temporary committees (e.g. BTT, BCC, HKI).

During this market, every committee from previous year presents itself, what they do and how they experienced the committee. Members have the possibility to ask questions about the committees and can sign up for a committee in case they are interested. The board should actively promote the committee market and encourage (especially new and non-active) members to attend the market. Moreover, when committees are not filled after the committee markets, the board remains responsible for forming the committee.

For the organisation of the committee market, an information folder should be drafted, describing all committees in a small summary. This folder could be published on the website as reference.

Goals and means:

A broader range of members should be stimulated to become active by recruiting members from outside the active core of Harambee.

1. Shift from the committee member recruitment procedure for specific committees towards application by members for committees of their choice.
2. Organise committee markets twice a year, in the beginning of and halfway the season.
3. Draft an information folder for the committee market in which the committees are presented.
4. Actively promote the committee market among members (especially new members).

2.5 Restructuring of appreciation

Activism seems to be ineffectively rewarded. Each committee has a budget that was initially meant to offer the possibility to have a drink in the sports centre during committee meetings, or to buy committee clothing. The budget depended on the workload of the committee. In current situation, a reasonable number of committees are left with their compensation in the end of the season, because they did not have regular meetings (in the sport centre). This results in a deposit on committee members' bank accounts half a year after their committee ended. This is not a very motivating and suitable incentive for their committee work. Therefore, it is proposed to make the appreciation of activism more explicit, so committee members experience it as a reward for their commitment.

Joining committees should be experienced as rewarding, so more people will be stimulated to become active for Harambee. To improve the fun-factor of doing committees it might help when committees are offered the opportunity to have committee bonding activities. Hence, the available budget should be independent of the workload that a committee carries and therefore, each committee member will be appreciated with equal compensation to make their committee time more fun. However, these compensations are only provided as declaration of an activity, and not as financial compensation at the end of the season, or as debit on the bar cards.²

Moreover, some committees (e.g. Harambee Kick-In Committee) need to spend their entire committee compensation on clothes, because it is expected of them to be visible during the event(s) they organise, while other committees do not have this representative function and never buy clothes. Although there is already a distinction between committees in workload and the money they receive, the difference in type of committee (i.e. representative or not representative) creates a disbalance in the budget for committees to organise bonding activities. Therefore, a separate clothing fund should be introduced for committees with a representative role. Since the clothing and appreciation fund will be separated because of the function of a committee, it should be clear for committees that those clothes are a strict requirement and not only a nice extra.

Committees with a representative include AC, BCC, BTC, Bix, EJC, ExcurCie, Lustrum, MixCie, Sfeer, VBT, HKI, KB, TC, EB. These representative committees receive a clothing fund of €10 to cover the cost of a t-shirt, except from the HKI and TC. The HKI will receive €25 to buy more than a t-shirt to be visible during the Kick-in and the TC will receive €45 to cover for the cost of the TC jacket. Furthermore, all committees receive €15, - to do some committee bonding activities.

Goals and means:

The appreciation of committee members should become more explicit rather than implicit.

1. Split the appreciation fund in a budget for clothing, which is part of the committee budget, and a budget for activities/getaways.
2. Clothing and activities/getaways are on declaration basis. When nothing is declared throughout the year, no financial compensation will take place after the committee finished.

The clothing fund of committees with a representative role should be separated from the general fund to appreciate activism.

1. Allocate money in the committee budget of committees with a representative function to buy clothes from. The board and TC members will receive additional money in their respective representation funds to buy clothes.

Committee members should be appreciated equally and thanked for joining a committee, which is independent of how much workload a committee has.

1. Committee members of all committees should receive an equal fund for committee activities/getaways.

2.6 Restructuring of representation

With the change in the structure of the appreciation budget, there will be no budget anymore for the canteen cards of committees, including the Technical Committee (TC). Committees can spend their budget as mentioned in 2.5. However, an option for free coffee and tea will be available for the TC and Trainers Experts. Therefore, Harambee should arrange a button for the sports canteen payment system (similar to the one for free coffee and tea for sport centre staff). Furthermore, three different canteen cards should be used for drinks as representations:

1. Board representation
2. Technical Committee representation
3. Referees and Referee Education Committee.

These canteen cards should be stored in a place that is accessible for all involved parties (e.g. hok 65).

Goals and means:

The representation budget of the Board and Technical Committee should be separated from the appreciation of activism.

1. Create separate canteen cards for the board representation (e.g. for external parties or special meetings in the sport centre), TC representation (e.g. for trainers during the TC/trainer meetings), and the referees and Referee Education Committee.



4

SEIZING OPPORTUNITIES



3.1 Activities offer

Harambee organises a lot of activities throughout the year. Although most members experience the activities organised by Harambee as enjoyable, these activities are almost the same each year due to the fixed list of activities that, among others, the EJC, AC, BTC, and ExcurCie organise each year. The board and committees should have more freedom to organise alternative activities rather than the activities they are expected to organise. Moreover, individual members sometimes have great ideas for new activities, but miss the (financial) support for the organisation. The board can contribute in those cases by supporting and stimulating individual members to organise activities themselves and for example allocate budget for this.

Furthermore, all (standard) activities are organised on Thursdays or in weekends without or in between matches, to enable all members the possibility to join. This makes the Harambee calendar very full to organise spontaneous activities. It should not be a problem to have (smaller) activities in parallel to practices or matches that not all members can attend, so the days can be more flexible. As long as all members have possibilities to join different activities on another day they do not have practices or matches.

Goals and means:

The board and committees should have the freedom to plan activities more flexible.

1. Let the board facilitate committees to organise activities differently or to organise new activities.
2. The board supports and stimulates individual members to organise activities themselves.
3. Allow the organisation of activities on days that not all Harambee members can attend them, for example because of practices or matches.

3.2 Summer volleyball

Harambee generally only organises volleyball during the summer break for the highest teams. Other members can book a beach volleyball court on their own accord for recreational sports. Although these members are also interested in participating in volleyball related events during the summer break, there are currently no options. Members seem to be interested in practices as well as tournaments.

Several points should be considered. First, the participation will vary through the weeks, due to vacations, work, and other activities. Therefore, an enrolment based system seems to be the best fit to provide in the want for both practices and competitive volleyball. Second, a competitive volleyball format has to be selected. Several competition formats can be considered, such as one day competitions, or a set of tournaments throughout the summer which have an ongoing point system which is relative to the number of tournaments that a team has participated in. In order to organise this, a committee can be set up.

Goal and means:

Harambee should organise volleyball events for its members during the summer.

1. Organise volleyball practices during the summer break.
2. Organise competitive events during the summer break.
3. Set up a committee responsible to organise these events.

3.3 Tournaments

Throughout the year, especially during spring and summer, there are many grass, indoor, and beach tournaments organised in the Netherlands⁴. The Hajraa outdoor tournament in Eindhoven is an example of such an event that Harambee visits with many members. However, nobody in particular is responsible for the organisation within Harambee to be there in time and claim spots so Harambee members can all sit together. Sometimes the board takes the initiative for this, but this is not always the case.

Moreover, there are much more interesting grass, indoor and beach tournaments (e.g. the Nevobo Beach Circuit), during the summer. Harambee should constitute a committee that organises trips to tournaments and enthuses people for a weekend of volleyball, which will make these tournaments easily accessible. This committee will not be responsible for signing up of the teams, but only to form a group of enthusiastic participants and to bring, for example, party tents and other common materials. **While the 'summer volleyball committee' is responsible for (internally) organising volleyball practices and matches during the summer holiday, the 'tournament committee' is responsible for organising trips to external tournaments and does not organise the tournaments itself.**

The previous policy plan introduced visits to top volleyball matches, initiated by the board. These trips can be taken over by this committee as well, to alleviate some of the board's workload. Moreover, with the growth of Harambee previous years, an extra committee could stimulate more people to become an active member. On the other hands, since Section 4.2 also requires a new committee, these committees should be introduced step by step.

Goals and means:

Harambee should promote participation in grass, hall and beach tournaments, and visits to top volleyball matches more actively.

1. Set up a committee that is responsible for organising trips to different grass, indoor and beach tournaments to make it easily accessible for members to participate.
2. Organising trips to top volleyball matches.

3.4 Match balls for all

In multiple countries and competitions, it is common for the home teams to provide the balls for the warming up during matches. This is considered a very welcoming gesture, and might result in a positive image of Harambee towards other associations. Besides, both the guest teams and Harambee teams no longer have to bring their own match balls, nor do they have the inconvenience of constantly searching for and collecting them. Therefore, Harambee should implement such a system. In the future this might even result in other associations implementing the same system, reducing the need to bring balls to away matches. This however should not be considered a prerequisite for the successful implementation of this plan.

Goals and means:

Harambee should provide match balls for all teams during the home weekends and tournaments of Harambee.



X

APPENDICES



Appendix A Appreciation trainers

Financial Analysis of the new subsidies:

Financial losses would be around 10.250 euros:

- ❖ 6000 in subsidies for trainers
- ❖ 650 subsidies for materials
- ❖ 3600 payment for external trainers (yearly amount of 400 per training per week)

Financial gains would be around 7.750 euros:

- ❖ 6000 The amount we currently pay for IMA contribution, which is abolished
- ❖ 1750 5% extra we pay for external trainers

This would put the association at a loss of around 2500 euros. This does not include the extra costs Harambee has to make to provide compensation for student trainers who will take over the combination practices, which would be around 1000 euros per year. Also not taken into account is the costs in extra trainers should some or all of the combination practices be abolished (see 7.3). This would be 200 euros per combination practice. Should all combination practices be abolished, this would be 800 euros per year. Additionally, trainers are compensated by the SUT, which provides trainers that give two practices (coaching included) with a free UnionCard (40 euros) and a fitness card (92,50).

Student training hours:

The number of hours that will have to be compensated for by the association next year:

- ❖ 1400 indoor hours students
- ❖ 120 beach hours students
- ❖ 320 indoor/beach hours currently provided by Monica that have to be taken over by students.

In the current situation, trainers are rewarded 3.33 euros per hour (6.66 for VT-3 trainers), which costs around 6000 euros per year. This includes around 1000 euros for VT-3 trainers, which is also part of the trainer education program, it should be subtracted from the total sum, leaving 5000 euros in trainer compensation. Since the new model costs 2500 euros per year, new ways of compensation should be considered. Three scenarios are described below.

Scenario 1: No change in compensation

It could be decided to leave the way we compensate our trainers the same. This would mean a direct increase in loss of 2500 euros (the amount lost to the subsidy changes)

Scenario 2: Free volleyball for trainers

If the costs of trainer compensation should stay more or less the same, the budget for different compensatory system can be calculated subtracting the 2500 extra subsidy costs from the existing 5000 euros currently spent, leaving 2500 euros. A viable solution would be to exempt trainers from paying the contribution fee. In combination with the UnionCard provided by the SUT, this would effectively provide trainers with a free year of volleyball. This option costs about 100 euros per trainer.

Scenario 3: Other means

The budget mentioned in scenario two could also be used to compensate trainers in different ways, such as organising activities for trainers, providing clothes such as a trainer jack and or pants, or investing in more advanced trainer education programs.

Appendix B Member management

Several scenario's to address the problems mentioned in the main document have been investigated and will be shortly described:

- ❖ **Current situation:** This scenario describes the situation at this moment to allow for comparison with the other scenarios.
- ❖ **Smaller teams:** This scenario sketches how many people Harambee can harbour if there is no extra space available and we want to adhere to the principles set by the Technical Plan Committee. The main principle taken into account here is that teams not labelled as priority teams (prestatieteams) should have fewer people in order to help in their development and provide more playing time. This would inherently mean a decline in the number of members.
- ❖ **Reduce busy combination practices 1:** This scenario investigates the first option to reduce the number of people on combination practices. The general principle is that some combination practices are given with three teams on two fields, thus reducing the people per field.
- ❖ **Reduce busy combination practices 2:** This scenario investigates how we could accommodate our current members (plus a very small growth) without causing busy combination practices. This can be done and is achieved by renting external accommodation, resulting in a contribution increase of maximum 20euros.
- ❖ **Maximum expected growth:** This scenario investigates whether we could accommodate all members when the maximum growth we can reasonable expect is reached. While still preventing busy combination practices as much as possible. This is achieved by renting external accommodation, in the winter period it is however expected to no more than 8 blocks can be rented externally in proper halls (in andere woorden: geen gymzalen). This is possible but will result in 8 teams (Dames and Heren 8t/m11) that will have combination practices on 1 field during the winter months.

There has also been a scenario in which an attempt was made to reduce the number of practices at unpreferable times, but this proved to be too unrealistic to investigate further. Such a scenario would significantly reduce the number of practices per player and the number of teams that can be accommodated, both of which are against the results from the member survey. The only solution for this problem would be the construction of a new sports hall.

Scenario:	1: current situation	2: Smaller teams	3: Reduce busy combination practices 1	4: reduce busy combination practices 2	5: maximum expected growth
Internal Capacity:	42 blocks	42 blocks	42 blocks	42 blocks	42 blocks
External Capacity:	0	0	0	Summer: 8 blocks Winter: 8 blocks	Summer: 12 blocks Winter: 8 blocks
Total Capacity:	42 blocks	42 blocks	42 blocks	50 Blocks	Summer: 54 Winter: 50
# blocks Nevobo	31	31	34	40	Summer: 44 Winter: 40
# blocks Mix	6	6	6	6	8
# blocks Mix Nevobo	1	1	1	1	1
# blocks Mix fana	2	2	2	2	1
# blocks position specific	2	2	2	1	0 → move to weekend/external
Total # Blocks:	42	42	45	50 Blocks	Summer: 54 Winter: 50
# Nevobo teams	19	19	19	20	22
# Players per team	12	11	12	11	11
# Mix teams	10	10	10	12	16
# Players per team	13	13	13	13	13
# Mix Nevobo teams	2	2	2	2	2
# Players per team	10	10	10	10	10
Total # Members	378	359	378	396	470
Combination practices (blocks used	14	14	17 ¹	0 teams	Summer: 0 teams Winter: 8 team
Additional cost pp				0-20 euro ²	0-25 euro ²

¹ When organising combination practices with three teams on two fields, it inherently increases the number of fields needed.

² The additional costs are highly dependent on the number of people in each team and the balance between the number of mix and Nevobo teams.

Appendix C Implementation of membership cap

The association is divided into four separate categories of players. For each of the categories a maximum number of teams is set. This number of teams will then be multiplied by the number of people we can accommodate in each team, to get to a maximum number of members we can accept for each category. Example: we can accommodate 10 women's teams, each team can consist of a maximum of 12 players. This results in a maximum number of women we can accept of $10*12=120$. A membership cap can be introduced for each of the categories separately.

The different categories are:

- ❖ # of Men's teams
- ❖ # of Women's teams
- ❖ # of Mix teams
- ❖ # of Mix Nevobo teams à Is only accessible to current mix players. The selection of the players in the mix nevobo will be up to the Contact person Mix & Recreational and is excluded from the priority policy as mentioned below.

A clear registration deadline will be set, similar to what is done now. This deadline should lay between the last introduction practice and the 'indeelweekend'. When this deadline has passed the number of persons that registered (or are on the waiting list if applicable) for each of the categories should be counted. If for any of the categories, the maximum number of players is reached, a membership cap will be introduced, and the priority policy will go into effect.

When a membership cap is needed the following priority will be given:

- ❖ **Current members, including those switching from one category to another:** All current members of Harambee should always be able to stay at Harambee, and should be given priority when they would like to switch category. E.g., from mix to Nevobo or vice-versa.
- ❖ **High-level players:** Secondly, players that can contribute to the athletic objectives of Harambee should be given priority over those with little to no volleyball experience.
- ❖ **Players with the highest spot on the waiting list:** Next, those with have been on the waiting list should be given the chance to join the association, starting with those highest on the waiting list.
- ❖ **Non-high level new members:** All new members that do not belong to any of the priority-categories are able to join as last. Which of them are allowed to join is determined by a lottery.

All people that did not 'win' a spot will get on a waiting list. In which order those persons enter the waiting list is based again on a lottery. A lottery is considered the most fair and practical method to determine which persons can join. A first-come first-serve was considered but has several practical disadvantages, such as:

- ❖ **What to do when the cap is reached during an introduction practice:** 40 people show up for the introduction training and only 10 spots are available. How do we determine who is first? Those who can fill in the form the fastest? What happens when two trainers are simultaneously collecting the forms, how do we determine which form was handed in at what moment?
- ❖ **What to do with the order in which the introduction practices are organized:** The introduction training of men's low is on Monday and the training of men's high is on Tuesday. This might result in all people from men's low to be accepted and those from men's high to be left with no opportunity to join. Simply because their introduction practice was later, this could be considered both unfair and disadvantages for the level of play within Harambee.

When a spot becomes available after the registration deadline, and team compositions have been made. The following priority will be given:

- ❖ **Players with the highest spot on the waiting list:** when a spot becomes available for a team those with the highest spot on the waiting list should be considered first. However, it should be considered whether that person fits the level of the team in which a spot became available. If this is not the case, the second person can be considered. If that person also does not fit the level the third person can be considered, etc.
- ❖ **First-come First-serve:** If the waiting list is empty a first-come first-serve can be used.

Appendix D Organisation of the mix

Some scenarios for a possible growth of the mix have been developed from the current situation (10 mix teams) all the way up to the unlikely scenario of 16 mix teams.

Number of Mixteams	10	12	14	16
Practices	3x 2 fields	3x 2 fields	2 x 2 fields 1x 3 fields	1x 2 fields 2x 3 fields
Mix Fana	1x 1 field 6+1 total	1x 1 field 6 total	1x 1 field 7+1 total	1x 1 field 8+1 total
Trainers	3x 2 6 total	3x 2 6 total	2x 2 1x 2-3 6-7 total	1x 2 2x 2-3 6-8 total
Matches	10 per 2 teams 50 total	10 per 2 teams 60 total	10 per 2 teams 70 total	10 per 2 teams 80 total
Coaches	10x 2 coaches 20 total	12x 2 coaches 24 total	14x 2 coaches 28 total	16x 2 coaches 32 total
Referees	1 per match 50 total	1 per match 60 total	1 per match 70 total	1 per match 80 total
Compared to current situation		+0 fields +0 trainers +4 coaches +10 matches +10 referees	+1 field +0-1 trainers +8 coaches +20 matches +20 referees	+2 fields +0-2 trainers +12 coaches +30 matches +30 referees

Appendix E SWOT Analysis

The strengths and weaknesses are internal matters, which the association can affect directly. In contrast, the opportunities and threats are due to external factors to Harambee. Changing these is not impossible, although its origin does not lie within the association. However, it is possible to respond to the external factors, and in some cases this is already happening.

	Helpful	Harmful
Internal	Strengths: <ul style="list-style-type: none"> ❖ Stable organisation ❖ Many activities ❖ Active member base ❖ Many internal social interactions ❖ Accessible for new members ❖ Appreciation of activism ❖ Low membership fees ❖ Financial stability/surplus ❖ Digital infrastructure ❖ Nerds ❖ Referee education ❖ UT open beach ❖ UT 2x2 ❖ Beach accommodation 	Weaknesses: <ul style="list-style-type: none"> ❖ Conservative ❖ Inefficient bureaucracy ❖ Trainer education ❖ Trainers turnover ❖ Drafting board work plans ❖ Financial awareness of the board ❖ Knowledge transfer between boards ❖ Member representation at General Assemblies (GAs) ❖ Long preparation time GAs ❖ Communication board with Audit Committee and Council of the Wise ❖ Bus factor NerdsCie ❖ Sponsoring ❖ Communication to members ❖ Limited activity attendance outside active core ❖ Implementation of activism appreciation ❖ New member activism ❖ Referee recruitment ❖ Overload of activities ❖ Connections Nevobo and Mix ❖ Volleyball capacity ❖ Timeline establishing new teams
External	Opportunities: <ul style="list-style-type: none"> ❖ New sports umbrella (SUT) ❖ New canteen supervisor ❖ New sports hall (SC3) ❖ Municipal sports halls 	Threats: <ul style="list-style-type: none"> ❖ Relation to SPC ❖ SPC capacity ❖ International referees and Nevobo ❖ VS3 referees and Nevobo ❖ New sports umbrella Twente (SUT) ❖ New canteen supervisor ❖ New subsidy model ❖ Availability of new external trainers ❖ Consequences COVID-19

Strengths

All mentioned strengths help to ensure a healthy foundation for an association, with a stable organisation. Harambee has a large number of members, for whom a wide variety of activities are organised. It has an active member base that attends these activities, creating many internal social interactions. Members who attend these activities are from both the Nevobo and the Mix competition. A small core of about 20 à 30 members of the active member base is generally present at all activities. Due to the active nature of Harambee, it also offers plenty of room for members to become active in the various committees.

In addition, Harambee is also financially in good shape. This stability is a positive consequence of the 'conservative attitude' mentioned in the weaknesses. This stability allowed for the members fee to be low compared to non-student associations in recent years.

Furthermore, Harambee's digital infrastructure has improved considerably in recent years. This is a positive result of the roadmap created by the Nerds. The Nerds have also been busy digitising additional processes, such as the online registration system for activities.

Finally, the availability of a beautiful beach accommodation is a strength of Harambee. This allows for the organisation of the 2x2 and UT Open Beach competition, which ensure postseason volleyball and competition at different levels and, above all, conviviality in the last months of the academic year.

Weaknesses

The list of weaknesses contains many items that are inherent to a student volleyball association, such as the moderate knowledge transfer during a board changes or the trainer education program. Other points offer challenges that can be addressed to improve our association. First, Harambee has a conservative nature, which is related to the high member turnover. One relies on routines and traditions on the basics more quickly, because these offer robustness when knowledge is lost. This results into a lot of formalised procedures, complicating adjustments in the governing structure.

Harambee's governance structure also offer room for improvements. First, writing a board plan is difficult for candidate board members. This often has to do with candidate boards not knowing very well what Harambee's areas opportunities for improvement are beyond what is already described in the policy plan. In addition, it is noted that board member generally have little understanding of finance, resulting into decisions being made with little understanding of the matter at hand. Also, candidate board members often feel poorly prepared for their board tasks before their constitution.

The way we have general assemblies (GAs) also offers room for improvement. Often only former board members and (X)TCs actively contribute to the discussions during GAs. In the preparation of the GAs, documentation is already reviewed by these members starting a month in advance, which might result into discussions that are already concluded before the GA. Finally, it is not clear how and when the board should communicate with bodies like the Council of the Wise (CotW) and Audit Committee. It is not clearly defined which organs are allowed to give advice on which matters.

Harambee's digital infrastructure has improved considerably in recent years, although still a select few master important infrastructure. This exposes Harambee to the risk of losing essential knowledge and skills concerning these systems regarding the high turnover of members, which is also called a large bus factor.

The recruitment of committee members is currently done by the board members supervising the committee. The board often asks people they are familiar with or are already known within the association. This results into members that want to become active are not asked for committees, while some members join several committees. It also results into a reduction of the active member base.

Furthermore, committee members are currently rewarded for their activism by a committee fee, which could for example be used to have a drink during meeting in the canteen. However, often the fee is not used, and was then transferred to bank accounts half a year later. As a consequence, the money is not seen as a reward. Alternatives can be considered in which activism appreciated more appropriately, ideally a way that is also more visible to other members.

Another weakness is the late establishment of the teams within Harambee compared to non-student volleyball associations, resulting into a short pre-season preparation time. This affects both our performance in competitions, and our attractiveness to external trainers and high-level players. Moreover, the number of highly qualified external trainers is limited. This complicates attracting external trainers for the highest teams even more, especially as a student volleyball association with its associated peculiarities.

Lastly, several weaknesses of Harambee need to be addressed, but are not explained in depth. First, Harambee generates relatively little income out of sponsorship for the size of the association. Second, the communication of the board through various social media is somewhat chaotic. With the rise of various social media, information from the board is often distributed via channels that not all members have access to. As a result, some members feel excluded from activities. Third, Harambee has a full agenda of rigidly defined activities. As a result, there is little room for new activities or adaptation of existing activities. Lastly, Harambee still struggles with finding enough internal referees, and meeting its obligation to Nevobo supplying regional referees. In addition, there is also little interest within the association in becoming a regional referee (VS3).

Opportunities

There are many sports clubs at the university, so the sports centre is overcrowded. This is especially noticeable in the winter when the outdoor sports also train indoors. As a result, it is sometimes necessary to move to external locations and training and competition times are suboptimal. In years to come, a new sports hall will be built, comparable in size to SC2. Until its completion, practice times could be optimised moving to municipal halls, such as the Diekman or Pathmos hall. This may affect the amount of fees, activism within the association and cosiness between Harambeers. Therefore, it is important that all pros and cons are balanced into making a decision regarding this topic.

A good relationship with the Nevobo creates room for arranging an exceptional position for Harambee as a student association. The same goes for a good relationship with the Sports Centre and the Student Union so they can support us as one of the major associations within the university. The University of Twente has good sports facilities, which can be used to the fullest. It is important that the Nevobo also is aware of this, such that we can profile ourselves by accommodating its activities.

The SPC canteen is conveniently situated right next to the sports facilities. This spot is ideal for activities around training nights and home weekends. However, the canteen recently got a new supervisor, which can pose both new opportunities and threats. Because of the COVID-19 pandemic, it is not known yet what the plans for the canteen are. We thus have to pay close attention to developments regarding this topic.

Threats

The governance structure and the range of tasks of the sports umbrella at the UT has been unstable in recent years. The “Sportkoepel” was dissolved in 2019-2020, and was re-established in new form in 2020-2021 under the name Sports Umbrella Twente (SUT). These tumultuous times might endanger our dominant position as a large sport association within the sports sector of the UT.

In addition, a new subsidy model has been established by the SU. This brings an end to the IMA-fee (i.e. the fee each association paid for instruction, materials and accommodation as subsidised by the subsidy system), but also brings about a paradigm change in how sports are subsidised at the UT. The UT’s vision is to offer the ability to play sports to as much students as possible and focus less on higher level sports. As a result, there will be less money available for external trainers.

The canteen policies have tightened in recent years. These are sometimes little compatible with Harambee’s traditions. The Vestingbar is struggling with staffing problems, meaning it is not open as often as it historically was. Consequently, it is not guaranteed anymore that a drink can be enjoyed there after training and matches.

Furthermore, non Dutch speaking referees experience problems with the educational and tests materials about the rules of the game are only offered in Dutch by the Nevobo. With the increasing number of international members in the association, more non Dutch speaking referees will have to be trained using these Dutch materials. In addition, the communication with the Nevobo with our regional (VS3) referees within the association is considered to be poor.

Finally, it is currently unknown how long the measures surrounding the COVID-19 pandemic will last. Only the future will tell the impact of these measures. This situation might affect our financial situation, the level of activism, and attracting new members. It is therefore advisable to closely monitor the situation in this respect.