



## Policy Plan 2024-2027

'Whining is not a good policy'  
Jasper, May 2024



## Table of Contents

Table of Contents .....	1
Preface.....	2
Glossary .....	3
Vision .....	5
Development of Volleyball .....	5
An Inclusive Association .....	5
Stability and Continuity .....	5
Part I: Development of Volleyball .....	6
1. Member Management .....	7
2. Attendance of Training and Matches .....	11
3. Education of trainers and referees.....	12
4. Proactive association.....	13
5. Beach competition .....	14
Part II: An Inclusive Association.....	16
6. Social Safety.....	17
7. Inclusive Alcohol Policy .....	18
8. Welcoming new members .....	20
9. Let all volleyball types be part of one association .....	21
Part III: Stability and Continuity.....	22
10. General Assembly Changes .....	23
11. Functioning of the Policy/Work Plan.....	25
12. Scripts of committees.....	27
13. Stimulation active participation in the association .....	28
14. Higher teams need to give back to the association .....	29
15. ICT Organisation .....	30
16. The website .....	31

## Preface

Once upon a time, there was a volleyball association\* in a constitutional monarchy far, far away. The association continuously struggled with a shortage of coaches and trainers, leaving the teams needing proper guidance and hindering their performance and development and inflation (of volleyballs). However, the most pressing of the challenges was the need for more space to play volleyball. Due to an incomprehensible decision from a committee within the University, no additional sports halls were constructed. This decision was made because the student population would drop, but nothing was further from the truth. This led to the rise of a right-wing volleyballer with a weird hairdo who claimed that our own volleyballers should come first and that no more students should be allowed in. To alleviate the challenge, an extra-board committee was created to seek a policy plan concerning all these manifold tribulations. This plan has faced many significant challenges. The committee had to traverse the treacherous plains of Inputlandia; it swam through the Whine Wide Width and fought off attacks from the Cloudmonsters. You are now reading this plan.

It is worth mentioning that even though our policy recommendations include measures to reduce the promotion of alcohol, our committee meetings were often fueled by spirited discussions and, yes, the occasional glass of wine. This contradiction is a testament to the human side of policymaking—we are not infallible, but we strive to balance idealism with realism.

We want to extend our heartfelt thanks to everyone who contributed their thoughts and feedback. Even though some comments were, shall we say, particularly meticulous, every piece of input helped shape this plan into its final form. While sometimes challenging to navigate, your detailed attention ensured that no stone was left unturned. Your dedication and commitment to the betterment of our association are deeply appreciated.

We hope that our efforts, however imperfect, will resonate with you and contribute to resolving the challenges that have plagued our beloved volleyball association. May this plan serve as a stepping stone toward a more harmonious and prosperous future.

With sincere regards,

The policy plan committee of 2024-2027  
*“Zeiken is geen goed beleid”*

Wesley Anholts  
Inez Bouwen  
Kim Buursema  
Tom Coolman  
Lennart Gerritsen  
Zare van Haaren  
Thomas de Jong  
Jasper Muskee

\*Note: If the reader has found some similarities between this association and Dutch politics, this is entirely incidental.

## Glossary

<b>Active member</b>	A member who is part of a committee or a trainer/coach/referee
<b>Busfactor</b>	If only one person has certain information and they are hit by a bus, that information is completely lost which poses a risk for the preservation of information.
<b>Bylaws</b>	Statutes
<b>Cantus</b>	A singing and drinking activity for students
<b>Centimeter</b>	100 drinks (e.g. cola or beer) (or measure of distance ;))
<b>Code of Conduct</b>	A document containing rules and guidelines that outline acceptable behaviours and expectations within Harambee.
<b>Committee market</b>	A market where former committee members are present to explain about their committee. This is meant for first years to get to know about activism at Harambee.
<b>External trainers</b>	The trainers of our highest playing teams, who have a contract at the UT.
<b>GDPR</b>	The General Data Protection Regulation is a law to protect the data of citizens.
<b>General Assembly (GA)</b>	The General Assembly is a meeting for the whole association, where all plans for the association and the financials for the coming period are discussed.
<b>Gezelligheid</b>	Gezelligheid is a Dutch word for a cozy welcoming atmosphere when you're with friends or family.
<b>Half-yearly survey</b>	This survey is meant for the board to evaluate certain standard points and some extra points of their workplan. This survey is sent out to all members.
<b>House Rules (HR)</b>	A document containing all rules that are in place at Harambee.
<b>MixCie</b>	A committee consisting of only mix members, aimed to organize activities for other mix members.
<b>Mix rounds</b>	An evening where all (or most of) the matches for one round of the mix competition are played.
<b>Nevobo light</b>	A group of volleyball forms which are less commitment then a regular weekend team: Mix Nevobo, Nevobo week and a weekend team with only one practice
<b>OFT</b>	OlieFlappen Tournament, a 1-day tournament where players from all teams are mixed.
<b>Party-co</b>	Each team has a party-co who is responsible for organizing team dates for the team and for promoting activities within the team.
<b>Policy plan</b>	A document containing plans for the association. These documents are written to span 3 years.
<b>SU</b>	The Student Union (SU) represents the interests of students at the UT and provides services and organizes events for students.
<b>SUT</b>	Sports Umbrella Twente, the umbrella association for all sports associations of the UT
<b>TC</b>	Technical Committee, responsible for the team division and contact with players, coaches, and trainers.

<b>TC contact person</b>	The person in the TC who is responsible for that specific volleyball category. For example, there is a TC contact person for ladies-low, for the mix, and all other types.
<b>The NerdCie</b>	The committee responsible for all ICT systems within Harambee.
<b>VT3</b>	Official Nevobo Trainers certification. Most Harambee trainers do not have this.
<b>Week team</b>	A team that plays in the regional nevobo competition. Their matches are on weekdays and they train once a week.
<b>WHAM</b>	A booklet containing small fun pieces/pictures from all teams. Each home weekend a new one is handed out.
<b>WHAM 0</b>	A booklet containing information for first-year Harambee members.
<b>Work plan</b>	A document written by the board, containing their plans for the year.



## Vision

In our mission, promoting the sport of volleyball and the association life within Harambee takes centre stage. We aim to tackle this challenge by focusing on three key themes: a healthy and sustainable association, an inclusive association, and the development of the sport of volleyball.

### Development of Volleyball

In the region, we aspire to lead as a significant innovative association. Appropriate training for coaches and referees ensures that we continue to increase our skills. To ensure this, as well as for the “gezelligheid” and the level of volleyball, it is crucial for members to attend as many practices as the category they play in allows. Players are given opportunities to enhance their volleyball skills by offering everyone a suitable form of (beach)volleyball. We encourage the healthy growth of the number of players within Harambee and the available court space for our association within the possibilities and limits. These developments largely determine what our association looks like and whether it can expand.

### An Inclusive Association

Now more than ever, students crave connection with each other. We want to be an inclusive association where all members are welcomed and the bond between new and existing members is strengthened. Our members look out for each other within their teams and the association. The association is sustained by its members and the board, with assistance, safety, and a listening ear at the forefront.

### Stability and Continuity

As Harambee is a student association, stability and continuity are not guaranteed, even though they are desired. We want a stable operational base. We should learn from past mistakes and transfer knowledge to new generations. In this knowledge transfer, members should have a voice, and association policies should be flexible enough to embrace new ideas.

# Part I: Development of Volleyball

## 1. Member Management

### Why

We currently need more room to accommodate all prospective members. The association aims to improve its members' volleyball level and association life by allowing all members who would like to be able to play volleyball to do so. A question should be asked how this relates to the future of aspiring members. However, members stated that, if possible, all students wanting to play volleyball should get the opportunity. As there has been discussion about the accommodation of new members over the last few years, there is a need for a more concrete approach. Additionally, new members are required to keep the association healthy in the long term.

### Research

During the consultation evenings, most attendees indicated that having fewer and shorter training moments is undesirable. Furthermore, the mix training should not be moved to an external location. However, for Nevobo members, the opinions on training at external locations are divided. These restrictions limit the available tools to manage the number of members we can accommodate as an association. Either extra space is required to play volleyball, internally in the sports centre (which is not plausible in the short term) or externally. Additionally, optimal use of the available space is desirable. To conclude, members want to see a change in member management, preferably without changing the current regulations and systems.

To find the balance, an easy method has to be found, as variables affecting the balance change each year (e.g. space in the sports center). Therefore, the variables influencing this balance are determined.

Variable	Goal
Number of teams	Enough to let all students who want to play volleyball
Type of the teams	Nevobo (G/L), Mix, Mix Nevobo, if wanted: week teams
# training moments in SC	2 for 1 nevobo team 1 for 4 mix teams 1 for 2 mix nevobo teams 1 for 1 week team
# training moments external	No external hall needed, if needed it should be a good quality hall
Team size	12

To determine on which variables concessions can be made, another survey has been sent where members could indicate their preferences regarding the importance of the above variables. First, members were asked to rank the most important to least essential variables. Next, all variables were pairwise compared to determine their relative importance. The results of this are presented in the table below.



	Relative importance according to pairwise comparisons	Ranking according to pairwise comparisons	Average place in ranking (1 is most important, till 7 least important)	Ranking according to ranking task
<b>Everyone should be able to train as often as now (nevobo 2x and mix (nevobo)1x per week)</b>	26.20%	1	2.69	1
<b>Practices are only in the evenings (17:30 till 00:00)</b>	16.48%	2	2.88	2
<b>All teams have a maximum of 12 players (training members excluded)</b>	13.15%	3	4.34	4
<b>Everyone can play his/her desired volleyball form (Mix, Nevobo, Mix Nevobo, ...)</b>	12.35%	4	3.45	3
<b>All practices are at the Sports Centre</b>	11.33%	5	4.67	5
<b>There should be room for everyone who wants to play volleyball</b>	10.96%	6	4.91	6
<b>Harambee should aim to reach the highest possible volleyball level</b>	9.54%	7	5.05	7

These results show that members find it very important that the training frequency stays the same as now, so two times a week for nevobo and one per week for mix, and all practices must be in the evening. A part of the people who voted for this most likely only want to train this amount of times when the training times are good. However, this still means there cannot be any concessions regarding the training frequency and times to let more people enter Harambee. According to these results, members do not want to make room for new members if this is to their disadvantage regarding the other variables. On the other hand, whether or not the practices are in the sports centre does not matter to members. Therefore, this might be the best place to make concessions.

## Goals

- Striking the balance between the number of people that play volleyball at Harambee and the quality and quantity of this volleyball experience.
- Quantity is making sure teams can train at least the number of times signed up for.

**How**

*Yearly evaluate the quality and quantity of the volleyball experience*

This needs to be done to ensure that we correctly balance the number of players and the quality. Therefore, if quality and quantity decrease too far, the association should not grow more, and possibly even shrink. However, if the evaluation shows that there is room for growth in terms of the number of players, options like external halls and other concessions can be taken into account.

*Look into different types of volleyball*

Harambee has three types of volleyball: Mix, Nevobo weekend, and Nevobo light (week/1x training & mix Nevobo). To maintain a healthy association, these types should be balanced. The first division that needs to be made is the ratio between the number of teams in the mix and the Nevobo, which is ~40% Mix (including Mix Nevobo) and ~60% Nevobo (light and weekend). This is because the Nevobo players need to provide trainers of an adequate level. In this percentage, gents and ladies are combined. No separate guideline for this is set, this division should follow from the demand. Next to that, it is assumed that the commitment (in terms of giving training) the Mix puts into the association will never be at the same level as the Nevobo players, because they also choose the volleyball type that requires less commitment. The ratio of Nevobo weekend teams within the association is a minimum of 40%.

A currently unknown type is the Nevobo light. This includes the mix Nevobo and would be expanded with either a Nevobo weekend team that only trains once a week or a Nevobo week team. It is assumed that members playing this type of volleyball will need support from the Nevobo weekend core in terms of trainers and coaches. This type of volleyball can be a maximum of 20% of the association. To prevent an explosion of the available volleyball forms, one type of nevobo light is selected. Nevobo week is chosen because this is a different volleyball form compared to having one less training.

	Nevobo		Mix
	Weekend	Light (week/1x training & mix nevobo)	-
Volleyball knowledge	High	Unknown	Low
Level of commitment	High	Unknown	Low
Percentage	Min 40%	Max 20%	Max 40%

This division is not an aim but a suggestion, and the division should be made according to whether there is demand for this type. Additionally, the exact nevobo light type (Nevobo week or 1x training) should be the same for Ladies and Gents to prevent the organization from being too subdivided.

As displayed currently, the ratio is estimated based on the current state of the association. When the situation of the association changes, this ratio can be reevaluated and adjusted to fit the association's needs at that time.

*Use available space optimally*

To determine the optimal use of space, there are some wishes that should be considered. These are explained below.

- Every type of volleyball needs to have at least two teams  
This is based on the ability to get substitutes. Additionally, it allows for a distinction in level within the type. Next, after the pilot of Ladies Week, the TC, together with a GA, came to the conclusion that having only one team results in a lot of challenges.
- Every level within a competition should have at least one team, up to the highest playing team  
The association has a good coverage of the levels in one line. It allows for a good flow of players, allowing them to advance smoothly while increasing their skills.
- In each line, two teams at the lowest level  
This way, Harambee can provide both a starting level for new players and an advanced level for more experienced players on the same level.

In the scenario that there is not enough space to accommodate all the prospective members, there are three options to allocate the available space.

- Equality of outcome  
The goal is to have equal teams playing in each line. This means, for example, having two nevobo ladies, two nevobo gents, two mix and two mix nevobo teams.
- Equality to the ratio of demand  
The goal is to have the same acceptance ratio for the different genders and volleyball types, depending on demand. This means that a certain percentage of each waiting list per volleyball type is accepted.
- Equality to the absolute size of demand  
The goal is to have an equal-sized waiting list for each type of volleyball.

The second option is chosen as the most favourable. In the flowchart this option is called the 50-10 rule. This caters to demand while giving an equal opportunity to become a member. Note that this allows for selecting the type of volleyball offered (within the requirements) and the gender division of teams. In this construction, it is possible that, for example, 0.6 teams of one type should be added and 0.4 teams of the other. In these cases, the type with the highest value after the comma will be added.

As these requirements and decisions can be unstructured, a flowchart and tool are made to assist the TC. Both can help make structured decisions based on the association's needs. The flowchart is in the appendix.

## 2. Attendance of Training and Matches

### Why

It is common that the attendance during training is lower than the size of the team, especially in lower teams. Of course, some causes may lead somebody to miss their training, which is acceptable. However, this does not account for all missing players in training sessions. This situation could be better as it may prevent the people attending the training from practising with their teammates, and it also limits the possibilities for exercises due to the number of people or the positions present.

Additionally, the training sessions are the central moment for improving technical skills and detailed feedback from the trainer. The absence of players is thus also limiting the development of the volleyball level of these players, which is something the entire team can be restricted by. The low attendance also gives the image that we should be able to host more players. This is undesirable, especially if all teams are full on paper but not in practice. Furthermore, Nevobo competition teams currently always train twice a week. Some players only want to train once, do not like the second training, or do not show up when it is late. Lastly, the TC has noticed that some mix members join multiple training sessions each week. This is a reoccurring problem and hard to resolve because keeping an eye on every mix player as a TC contact person is challenging. As a trainer it's also difficult to know every player by name and face. Mixers joining every training is not allowed and can interrupt other mix members' training.

### Goals

- High attendance at every training and match.
- Members see training attendance as the default and only miss training with a good reason.

### How

*Harambee provides a framework for stimulations (positive or negative) that teams can adapt*

This framework should contain examples of limits and regulations that teams can use to optimize training attendance. This does not mean that teams need to use the framework as provided or even implement it, but it aims to give teams a starting point for discussing what players may expect from each other for training sessions.

*Look into adding teams that train less than two times a week*

For an explanation, look at Chapter 1, Member Management.

*Look into ways to get a better overview of players joining training at the mix*

An example is looking into the division of mix players per TC contact person.

### 3. Education of trainers and referees

#### Why

There must be enough referees and trainers to play and train at Harambee. Because of the nature of Harambee trainers and referees, they do not stay for a long time. To ensure quality is retained, the transfer of knowledge is necessary. In a previous policy plan, it was suggested that a committee be created to maintain a program to train new trainers and that this program be executed to educate new trainers. This committee exists and works on educating new trainers. Moreover, a committee educating new referees was also formed in 2017. These committees are the Trainers Education Committee (ToCie) and the Referee Education Committee (SoCie).

However, the TC and board hear from new trainers that they sometimes struggle with devising appropriate exercises and executing them, that there are level differences in their group, technique, and coaching, and that they do not get appropriate guidance. Therefore, it is concluded that the ToCie is currently not functioning as intended.

The SoCie guides referees and gives them feedback. They are getting positive feedback on these tasks. However, this committee's workload is seen as very high because the members have to be present at most home weekends to guide new referees. This workload needs to be decreased to ensure that the committee's current setup is durable.

Lastly, both committees are currently dependent on a few active members who do most of the work. For the sake of continuity, there needs to be a clear idea for the future of these committees.

#### Goals

- Improve and/or maintain the quality of trainers and referees
- New trainers and referees need to feel guided

#### How

##### *Improve the functioning of the ToCie*

The board, together with the ToCie and TC, should investigate how the ToCie could improve. In addition, the trainer course at the start of the season needs to be evaluated. A program that supports (new) trainers needs to be created.

##### *A pool of volunteers should be made to support the ToCie and SoCie*

The ToCie and SoCie need a pool of experienced members available to support them in guiding new trainers and referees. This will also decrease the workload of the committees. This can be a form of compensation higher teams provide, as discussed in Chapter 14.

##### *The ToCie and SoCie should maintain a healthy flow of their members*

To ensure this, new members should be added regularly. This is needed to ensure that all knowledge is maintained within the association.

## 4. Proactive association

### Why

Harambee is a big, dynamic association; we educate many new trainers/coaches and referees every year. Because of this, the association has gained a lot of experience in organizing this kind of event. Harambee could become a leading local association for trainer and referee education. This could also benefit the association when we help educate trainers for other associations and get some (financial) compensation for it.

At Harambee, we understand that every season sees a significant number of members leaving. It is our responsibility to ensure that these members are supported in finding new associations where they can continue to play volleyball at an appropriate level. We recognize that this can be a challenging process and are committed to making it easier for them.

### Goals

- Get an overview of the resources and possible gains of educating trainers and referees of external associations
- Give leaving Harambee members a smooth transition to a different association

### How

*Develop partnerships with local associations so Harambee knows which associations have a place for new members*

The board should oversee these partnerships, although it should not cost too much effort. There have already been meetings between the boards of volleyball associations. These meetings can be used to maintain contact with the associations and discuss mutual challenges. For example, members leaving Harambee sometimes struggle with finding a new association. These meetings could be used to address this issue.

## 5. Beach competition

### Why

There are different committees for the beach season, which generally leads to miscommunications between the responsible parties and the members joining for the season. Furthermore, it is hard for the TC to have a full overview of the beach registrations, making it difficult to schedule efficiently.

Previously, activities were organized during the beach rounds to generate ambience. These activities do not take place as often as they used to. Members joining the beach competition only come for their matches and then leave again, which is not beneficial for the ambience around the beach competition.

Lastly, the scheduling of the matches currently causes players to not know far in advance what day they have to play since this depends on possible promotion or relegation. Furthermore, in the 4x4, the rules around promotion and relegation make it hard to promote quickly to make the rounds more fair. Sometimes, a team gets placed in a group that does not match their level, from which they cannot move up or down to their actual level quickly enough.

### Goals

- Increase the quality of the scheduling of matches
- Improve the promotion/relegation rules
- Create a better ambience during beach rounds
- Improve the communication around the beach organization

### How

*The entire beach competition should be evaluated*

The beach competition has several weaknesses and opportunities that should be investigated. This includes the current format of the competition, which should be investigated. In this evaluation, it is important to consider changes with a lot of impact instead of only small changes. An example of points to look into is the promotion/relegation rules and the point system, as there are currently some complaints about this.

*Change the alternating pattern of the poules*

This needs to be done so members can stick to a particular day instead of switching because they were either promoted or demoted. However, playing on Thursday and Friday should still be alternated. For example, all ladies' high poules should be on Thursday during the first round and Friday during the second round.



*Organise activities next to the matches*

These are activities that happen before/after the matches, but spectators can also do them while the matches are played. An example is arranging a bar where people can buy drinks and snacks.

*The TC beach contact function needs to be evaluated*



## Part II: An Inclusive Association

## 6. Social Safety

### Why

Over the past few years, the importance of social safety has become more apparent. Even though it is hard to get an idea of the current social safety status within Harambee, it is essential to be prepared and have as little unwanted behaviour as possible. In 2023, a social safety group was set up, including two confidential contact persons, to make sure there is an option for members to talk to. Besides, multiple institutes provide confidential contact persons to which members can reach out. However, it often needs to be clarified what the options for members are and how they can use them. It is hard to find adequate pages on the website, and limited information is available to members.

Furthermore, it was noticed that most members need to be made aware of the Code of Conduct's contents or are often unaware of its existence. Therefore, the Code of Conduct in use does not have any value.

### Goals

- Make members feel safe within Harambee
- Make members aware of the options they have in case of unwanted behaviour or concerns regarding social safety
- Make members aware of the Code of Conduct from Harambee put in place

### How

Keep working together with the confidential contact persons and evaluate the function yearly

Due to the confidential nature of the conversations held by the CCPs, it isn't easy to get a complete picture of the usefulness of the CCPs, but having them is nevertheless essential. The CCPs should keep working hard to ensure members know their existence and how to contact them.

Actively make members aware of their options in case of unwanted behaviour

Especially at the start of the year, new members should be actively made aware of the possibilities Harambee can offer. However, it should be a central focus point for the entire year. Putting a general message in every association mail is a good idea. Furthermore, information can be put on the website more clearly.

*Harambee should look at external parties for information about social safety*

Continue working together with the Sports centre, UT, SU, and SUT to improve social safety further. This could be done by putting up posters in the Sports centre or on screens on campus. In addition, Harambee should occasionally ask other associations about their methods to improve social safety.

Actively promote the Code of Conduct to the members, especially at the start of a new season

Trainers, coaches, the board, and committee members are role models for the teams and members; therefore, they have a leading role in this promotion.

## 7. Inclusive Alcohol Policy

### Why

As Harambee is an association for students, drinking alcohol during activities connected to Harambee happens a lot. This alcohol usage has been restricted for players and trainers who still need to play volleyball. Outside of these activities, this usage is not limited. This also does not necessarily have to happen. However, members who do not drink alcohol have mentioned that they do not feel welcome at certain activities (e.g. night out) because they do not drink. Furthermore, they think they should refrain from joining committees because committees are seen as a social activity instead of having a goal to work towards together.

This image should be changed, as Harambee should include everyone. Furthermore, some social activities organized by Harambee are promoted with the mention or suggestion of alcohol. An example is the night out, where in promotional texts, it is common to see phrases like 'join for a beer'. Another example is handing out 'centimeters', which usually does not include an alcohol-free option. This suggests that to join the activity, you should drink alcohol.

### Goals

- Ensure that members do not feel obliged to drink alcohol
- Promote to members that activities can be joined without drinking alcohol

### How

*The association should not actively steer towards alcoholic activities and options*

If committees overlook non-alcoholic options, the board should make committees aware of this. Furthermore, they should include alcohol-free options when organizing or buying items for the association (e.g., a centimeter). Lastly, as all members observe the board's behaviour, they should actively think about statements and texts related to alcohol and alcohol usage, as they play a central role in influencing the association's image. This can help in shifting the idea of other members who do not drink alcohol about activities and committees.

*Promotion and after-movies should not focus on alcohol/drinks*

The promotion of activities should be phrased without the suggestion of having a drink. It should focus on the activity and having a good time together where members can connect. This is the case for promotion and after-movies, as after-movies are also used to promote big events. This does not limit committees or the association from organizing activities where alcohol is a central part (e.g., a cantus). However, if that is the case, it should always be made clear that a non-alcoholic option is available such that all members are included.



*Shift the view of committees to the actual focus*

It should be made clear what the committee's focus is (e.g., organizing activities). During the committee market, for example, an explanation should be given about a committee's general focus. Of course, this can include that a committee can be fun, but it should be clear that committees are for doing something for the association.

An alcohol policy should be written

This policy should include a code of conduct regarding alcohol use at the association.

## 8. Welcoming new members

### Why

Harambee is a large association where a lot always happens and has a big active core. This creates a strong sense of unity among the members and constitutes a significant part of the social life for many members. Harambee also welcomes many new members every year who may want to join this close-knit circle but do not know how. So much happens that sometimes you need help figuring out where to start. Now, the most significant responsibility lies with your teammates to take you to these activities and show you what you like and do not like within the association (committees, nights out, events, or just hanging out in the canteen and getting to know other members). This cannot be assumed because new members often start in lower teams with few older members to guide them.

### Goals

- Make it easier for new members to enter the active core
- Reduce the importance of teammates in making new members active

### How

*Create a better guide for new members to understand what they can expect and do within Harambee*

The WHAM 0 introduces new members to what happens in Harambee. This document is very cumbersome and outdated. A new introduction or a revamped WHAM 0 for new members needs to be created.

*Give the team division email a better overview*

The team division email is one of the first interactions the new members have with the association. It contains a lot of information and does not provide a nice overview. The email should be improved.

*Organise more activities at the beginning of the year*

The first major activity at the beginning of the year is the OFT, which happens relatively late. If more is organised earlier in the year, there is more time for members to become active throughout the year. These activities can be organised by committees of the previous season, as these committees already have experience.

*More attention to first-year Harambeeers*

Currently, only a lunch is organised for all first-year Harambeeers. There is a budget for this from Harambee, and during the lunch, a presentation is given on what can be done within Harambee. Expanding this or organising more activities for first-year students might be a good idea. Party-co's are appointed in every team each year. The party-co should be evaluated and should be aware of their role in involving new members. Next to the party-co's being the first contact for new team members, the board should also actively talk to new members during activities.

## 9. Let all volleyball types be part of one association

### Why

Harambee is one association with multiple types of volleyball. Some years ago, mix (nevobo) members were under-represented in committees, on the board, in GAs, and in the canteen. Besides that, you see mostly Nevobo players at activities organised by Harambee. The reason for this is twofold. Most mixers are less involved with the association and do not always know what is happening within Harambee. Next to that, they know fewer players of the nevobo line. Joining a committee or activity where you do not know people is less appealing.

Notably, mix attendance at Harambee activities has significantly increased in the past year. After training, we now have a bustling canteen, and more members actively participate in committees. However, it's essential to acknowledge that this increased participation is primarily from one active group, and there are still mixers who may not feel as welcome.

The difference between a Harambee home weekend and the mix round causes another split in the association. Currently, the Nevobo weekend is promoted as 'the' Harambee weekend, with little involvement of the mix. Likewise, Nevobo players are not involved with the mix round. Furthermore, the mix Nevobo has its own home day once per season on a Wednesday. This homeday is also completely separate from the other volleyball types.

### Goals

- Members of all categories of volleyball should feel welcome at Harambee
- All categories of volleyball contribute to the association

### How

#### *Integrate Mix rounds and Nevobo match weekends*

This can be done by evaluating the mix-match day(s) and looking at a schedule where Mix and Nevobo can fall on the same evening. Part of this evaluation can be a poll on whether mix players are willing to play matches on a Saturday, so the mix and nevobo can be completely mixed. Another option is looking into whether playing separate mix matches is a possibility instead of only full mix rounds. Then, nevobo matches could still be played on Friday evening. Lastly, the mix nevobo homeday should be reviewed, and it should be looked into if activities or matches together with other types of volleyball during this evening are possible.

*Ensure that the promotion of activities is focused on both the Mix and Nevobo*

#### *Modify the format of MixCie*

In addition to organising activities throughout the year, the mixcie should also organise activities during the mix round, such as a dinner beforehand or bingo after the round.

#### *Stimulate a more diverse committee make up and active core*

In addition to the actions described in 1.3, one extra action can be taken. A few mix (nevobo) players should be asked to join a committee other than the mixcie that seems suitable for that person by the board.

### Part III: Stability and Continuity

## 10. General Assembly Changes

### Why

The previous policy plan discussed General Assemblies (GAs). However, these plans were focused on the preparation of GAs. In previous GAs, there were shortcomings in regulations, the behaviour of both the Board and attendees, and the overall structure. Also, in the current form of the GA, there is too much focus on the defence of the Board's work. This led to unnecessarily prolonged discussions, confusion about when to speak, and uncertainty about appropriate behaviour. Lastly, members do not want to join GAs because of the length of a GA, the planning, or the topics.

### Goals

- The GA is a cooperative meeting aiming to assist the Board
- Improve the ambience during a GA
- Improve the structure of the GA

### How

#### *Change the function of the GA from adversary to cooperative*

The Board needs to develop a new GA setup and structure to achieve this. A new structure should better guide the process of submitting amendments. In this setup, attendees are urged to ask questions or suggest changes, ensuring that discussions focus on constructive input rather than complaints. Concerns can always be voiced, as the GA is also meant to check the Board. However, the phrasing of these concerns is important to keep in mind.

#### *Write a 'how to GA' document for the Board*

To help with preparation, this document should contain important deadlines and a list of documents to hand in and in what form. Furthermore, an explanation of the structure of the GA should be added, including a standard agenda with standard points and how to discuss those. This document should give the Board the confidence during a GA to guide the discussion and terminate a discussion when needed. In this document, rules included in the HR should be added.

#### *Write a 'how to GA' document for attendees*

This document should outline the goal of the GA, give a standard structure, and explain this. Lastly, a section should cover how attendees should behave during a GA (how to ask for the floor, how to formulate feedback, etc.). Furthermore, a flyer can be designed to inform members about GAs. These should be handed out during training and activities and put up on the website and socials.

#### *Improve the training for the chairman regarding GAs*

The chairman should receive training on guiding discussions to ensure they know when to jump in and how to end a discussion. Furthermore, all rules and measures should be made clear and known to the chairman so that these can be used effectively. For example, this can be done by hosting a mock GA with just the Board and the Candidate board.



*Clarification on the feedback round before the GA*

GA documents are sent to a group, including former board members, TC, and the Council of the Wise, for feedback before sending it to members. Participants in this feedback round include two types of feedback: language and ambiguity errors and topic disagreements. The Board can change its pieces based on the first. However, the Board should not adapt their documents based on disagreements on the topic. The feedback on topic disagreements is given to make sure the Board is well prepared for the GA, but it should be discussed during GAs. This is to ensure open discussions. Furthermore, this helps limit backroom politics and promotes constructive dialogue.

*Involve relevant members on plans and topics of the GA at an early stage*

In the plans presented at the GA (policy plan, work plan, etc.), there are a lot of ideas and plans about certain committees or parts of the association. When members with knowledge of these topics are involved early on and continuously stay in the loop, the GA pieces are better prepared.

## 11. Functioning of the Policy/Work Plan

### Why

Through feedback sessions, it has become clear that many members lack an understanding of the association's policy plan, its purpose, and its content. Consequently, the same members consistently contribute their input on a new policy plan and the board's work plan, leading to a representation gap within the association. While obtaining input from the entire association may not be feasible, increasing awareness among more members about the long-term goals and plans of the association would be preferable for several reasons. It ensures alignment and consistency with the association's vision and goals and ensures members can help and check with the board whether the decisions and plans align with the long-term goals.

Using the policy plan, the candidate board writes their work plan every year. Therefore, they must have a clear understanding of it, which currently is not always the case. A better general understanding of the policy plan and more precise guidelines about how to make a work plan for the candidate board would contribute to better alignment with the long-term goals of Harambee. Additionally, the structure of the workplan has been the same for years, because boards copy the setup of their predecessors. This has led to some workplans that could have been greatly improved using a different setup.

### Goals

- Improving clarity on the function of the policy plan
- Improve the quality of the workplan of the candidate board
- Ensuring that more members know what the policy plan is
- Improve knowledge among all members about the content of the policy plan

### How

#### *Redesign the setup of the workplan*

There should be a workshop to ensure that the candidate board is passionate about their workplan. The board organises the workshop to discuss how the policy plans can be used to the advantage of the candidate board. Moreover, the workshop can be used as a brainstorming session to discuss the ideas the candidate board is enthusiastic about.

#### *Evaluation of the current policy plan set up with former board members*

Former board members have experience reading, using, and following the policy plan. Therefore, they know what parts have been useful and how the setup of the policy plan can be improved so that succeeding boards can implement and understand the plans better. Former board members should also be asked about ideas on preserving previous policy plans.

*Make a good overview of the policy plan*

This can be done by making a summary of every policy plan. With this, members can quickly see the association's current goals and aspirations without reading the entire plan, making the policy plan more accessible. Additionally, a poster can be made. The summary and poster can be used by the board as a guide throughout the year to keep their plans aligned with the policy plan.

*A yearly meeting between the BPC and the candidate board*

This meeting can be used to discuss the policy plan and all questions the candidate board has about this.

## 12. Scripts of committees

### Why

Harambee, as a student association, has many committees and a high turnover of members. For a committee to perform its tasks optimally, the experiences of previous members are invaluable. To facilitate this transfer of information, scripts are made for each committee that contain all the crucial information for said committees.

Currently, scripts are not functioning as intended due to several factors. First and most importantly, the documents have become too long. It is not uncommon for a script to be 10-15 pages long, which is far too much for an accessible overview that it should provide. Secondly, the scripts do not get updated each year. This is partially connected to the fact that the current committee has not read the scripts due to the size of the document. The update is also currently an afterthought that gets ignored by committees because it should happen after the committee has finished the intended function of the committee and the members are no longer willing to put time aside for the update.

### Goals

- Each script should be standardized to improve legibility.
- The scripts should be updated throughout the year to keep them up-to-date and relevant.

### How

*The contents of the script should be clear*

Each script should contain two main parts: a schedule for when certain tasks should be performed and when certain events should take place. This is the most important information for a new committee to know. The second part should be a compact list containing useful information, tips, and tricks. Committees should strive for a script no longer than one page to improve legibility and prevent bloating. The contents need to be evaluated every year, and unnecessary information needs to be deleted.

*Making activity-specific scripts*

Another method of improving legibility would be splitting committee scripts into activity-specific ones. For example, there could be a separate script for the gala and the AC weekend.

*Have a transfer meeting between the old and new committee*

The script and any other important points can be discussed during this meeting. The script can then also be updated if needed. This meeting should be at the start of the year.

## 13. Stimulation active participation in the association

### Why

Harambee is only able to function with its active core of volunteers. These people fulfil different tasks like giving training, coaching/refereeing matches, and organizing other activities for the association. These volunteers are necessary for the association to function. It is essential that new people become active and that it is not always the same people that do multiple committees. A committee market is held to ensure new people get an overview of what is possible within Harambee.

In addition, some committees require a lot of time and effort, and people view them negatively. This is especially the case for more prominent committees like the TC, making it a struggle to find enough members to fill them.

### Goals

- Members should have a positive view of committees
- Make sure members are informed about the different ways they can contribute to the association
- Get a proper appreciation for the volunteers within Harambee
- Make joining a committee more appealing

### How

*Active members should be appreciated.*

Members who are active in the association should feel appreciated. The current free coffee and tea policy for coaches and trainers and the active members' activity are examples of such a method.

*Changing the forming process of committees*

Skill development should be a primary consideration when forming committees. This includes the individual members of the committee, making sure the committee learns to work like a team, and developing their personal skills. The board should form committees based on people who can work together and learn from each other instead of often choosing groups of friends.

*Ensure that association members are reasonable towards committee members*

A positive attitude involves neither complaining nor spreading rumours. Members who behave rudely to/overload volunteers fulfilling essential functions should be made aware of their behaviour. It should be stimulated to go to committees and active members with feedback instead of complaining to peers.

*Improving the committee market.*

Currently, the primary way to introduce the committees to the association is during the committee market. The committee market is a good concept, but some things can be improved, such as a document with information about the committees, and the market itself takes a lot of time. The last committee markets should be evaluated and changed accordingly. Additionally, other types of committee promotion can be implemented.

## 14. Higher teams need to give back to the association

### Why

The association gives favourable treatment to higher teams due to the level they play. This is reflected in better training times and external trainers. Additionally, the association has covered the higher costs associated with playing at a higher level by spreading this over the collective member fee.

Currently, the higher teams are expected to compensate for this by providing something back to the association. This compensation can entail members being trainers and/or coaches to a lower team and sharing their volleyball experience. Since this season, the combination training has been primarily covered by members from these teams.

This structure is still in its early stages and needs to be evaluated. Furthermore, some problems, like team members unwilling to participate in the compensation, need to be accounted for.

### Goals

- A fair and complete structure should be available for all higher teams to give back to the association
- Giving back to the association should not be a burden but something they see as their responsibility to the association

### How

*Finding new/different ways in which these players can give back to the association.*

Currently, there are only limited known ways of giving back, such as being a trainer and/or coach, active in a committee, or extra referee. Some of these options are very time-intensive or require a degree of specialized knowledge. If there were more possibilities, it would be easier for the members to fulfil their responsibilities.

*Clear communication with the concerned teams about the expectations and possibilities.*

It is unfair to expect that players, especially new ones, are fully aware of the expectation that they give back. Thus, the board or the trainer needs to communicate clearly what giving back entails and what the possible ways of giving back are. Here, it should be made clear that giving back does not have to make everything exactly the same; it should fit the person.

## 15. ICT Organisation

### Why

A roadmap was established in the past, which resulted in a clear overview of the current situation and the urgent issues. Currently, the roadmap is outdated. Moreover, the busfactor on all the ICT services is very high. There are interested new members, but getting them started on all our systems is difficult.

Currently, Harambee complies with the GDPR. However, with the current systems, this needs to be kept up to date manually. This is done by asking former members if their information could still be stored. The only data kept is of the members who approve. However, implementation of structural procedures does not exist, and this current procedure takes a lot of time. Therefore, Harambee still needs to put effort into this structure.

The NerdCie has been working on setting up project groups for every ICT system to reduce the busfactor. However, this is a very new project from the committee, and a way to get it up and running still needs to be found.

### Goal

- Reduce the busfactor
- Fully comply with the GDPR without manual labour

### How

*Documentation on all ICT systems for NerdCie members should be made and kept up-to-date*

This documentation should explain all ICT systems and provide a roadmap with plans for the future. It should also be updated yearly to ensure that it can be used continuously by NerdsCie.

*Organize workshops for new NerdCie members to get to know all ICT systems*

*The opportunities of the project groups should be explored further*

Less active NerdCie members with a lot of knowledge of the ICT systems need to be either involved in these project groups or at the workshop mentioned above to transfer their knowledge.

*Look into outsourcing of (some) ICT systems*

Outsourcing these issues is a sustainable plan because the systems' problems are significant, and only a few people fully understand them. A good plan needs to be made for the cooperation between NerdCie and the company to which these problems would be outsourced.

*Monitor privacy policies and their implementation to ensure GDPR compliance*

A structure needs to be created so that the board can easily monitor compliance. The process of signing out should be automated.

## 16. The website

### Why

The nerds gave the website a big upgrade in the past. It still has a nice design and some good features. However, due to different boards using the website, there are many different pages, many of which have not been updated. Therefore, the user interface of the website and the organisation within the website is somewhat complicated. For example, some committees have double pages with their events, and some have their own page while others are just on the agenda or explained by the committee organising it. These structures make it hard for members to find what they need.

Additionally, it is hard for non-members to find the right kind of information on the website. For example, away teams could use extra information for matches, but there is no clear place to find it.

### Goals

- Improve the website such that everything is in a logical place
- Make everything easy to find, both for the board and for members

### How

#### *Map out the website and restructure*

All current pages, documents, and relations between pages need to be found. With this information, redundant pages, inconsistencies, and documents can be deleted. Next, all topics can be relocated to a more logical place if needed.

Furthermore, the website should contain proper information for away teams. This information can, for example, include a message on using our balls during warming-up, where to park, and how to get to the right fields.

#### *An overview of all Harambee documents needs to be made*

The overview includes all documents an active member and committee might need. Furthermore, the overview should contain a list with names of files, where they can be found, and what the document is. The folder should be updated yearly so old files are deleted and new ones added.



Appendix

