M A Y - J U L Y 2 0 1 8

A future for the Voedselbank Rotterdam: new perspectives on volunteer and financial management

Team 2102B

Commissioner of the project: Irene Gosselink (WUR Science Shop)
Director of the Voedselbank Rotterdam: Rob Boswinkel
Coach: Huub Oude Vrielink
Academic advisor: Leon Pijnenburg

This report is authored by students of Wageningen University and Research:

Marian Breuer	*MSc Health and Society*
Niki Dijkstra	*MSc Nutritional Physiology and Health Status*
Lies Hovestadt	*MSc Management, Economics & Consumer Studies*
Nienke Meijer	*MSc Human Physiology & Health Status*
Floor Pekelharing	*MSc Biology*
Alessandro Schioppa	*MSc Management, Economics & Consumer Studies*
Maxime Veenhoven	*MSc International Development Studies*

Preface

The present report has been written by a team of seven students from Wageningen University and Research. This team has been temporarily formed for the course Academic Consultancy Training, and consists of students with expertise in the fields of management and consumer science, agricultural economics and governance, international development studies and nutrition and health. All members applied for the subject, because of a genuine interest in the work of food banks and food waste.

      In order to produce this report, multiple interviews have been carried out with volunteers working at the Voedselbank Rotterdam. Therefore, we would like to thank these inspiring people for sharing their knowledge and experiences with us. Furthermore, we are thankful for the input from our academic advisor, Leon Pijnenburg, and our commissioner, Irene Gosselink. Finally, a heartfelt thank you to our coach, Huub Oude Vrielink, for the effort and time he invested in the project and its members.

Executive summary

The Voedselbank Rotterdam (VBR) is a successfully run voluntary organization that provides 5000 low-income households per week with food parcels. In 2002, the VBR was established as a small non-profit organization, ever since it has increased in scale due to the increasing demand for food parcels. Even though the founders had the goal to no longer have the need to exist in the near future, the VBR is still of vital importance for Rotterdam's low-income households. The VBR provides the poor with food parcels, whilst using rest-flows of food to fill the food parcels. The VBR organization has to tackle several volunteer and management issues to guarantee a sustainable future, so that all the low-income households in the region of Rotterdam will be able to make use of the food parcels. It is suggested to professionalize the organization, which will increase its efficiency and continuity, and will make the working experience for VBR volunteers more pleasurable. Professionalization is defined as "the application of managerial practices and structures adopted from the commercial sphere".

The VBR currently faces issues that may hamper its existence in the future. Being a non-profit organization, high turnover of volunteers is a fact of life. Moreover, clear task divisions are absent at the VBR. These problems may cause a discontinuity in the service provided by the VBR, and thus may hamper the operationality of the VBR in the long term. The spatial distance between the office and the distribution centre (DC) also hinders the communication. Furthermore, although the aim of the food bank is defined, there is no clear and common (multi-) annual vision for the organization. All these problems are worrisome, since demand for the food bank is increasing due to the growing number of households living under the low-income limit.

Hence, this report provides an analysis of and recommendations for professionalizing the financial and volunteer management of the VBR. Methods include one-on-one interviews, participant observations, SWOT analysis, literature research and a focus group with volunteers throughout the organization. One-on-one interviews and the focus group provided insight in the current state of the VBR and factors that could influence the implementation of professionalizing measures. Literature studies have been carried out on the possible incentives and constraints for professionalization and alternatives for volunteer management and financial strategies for non-profit organizations.

Literature showed that the implementation of professionalization strategies might result in conflict, due to a clash between the older activist generation and the new commercialized generation. A trade-off between multiple incentives and constraints for professionalization exists, but a balance can be established between these two cultures to find a way to professionalization that suits both the old and the new generation of volunteers in the VBR. Improvement in retaining the volunteers by giving them more recognition is a well-known alternative for volunteer management. Furthermore, literature showed the essence of task description for non-profit organizations, together with an improved way of communication to and between volunteers. For financial management in non-profit organizations, the diversification of revenues is essential to reduce financial vulnerability of the VBR.

The research provides an overview on the current state of the VBR and its possibilities towards a sustainable future. This generated overview has led to advice for the VBR on how and why to implement certain recommendations. It is advised that the organization implements small changes over a timespan ranging from three to twelve months. The advice is based on recommendations for communication, documentation, volunteer management and financial management. These smaller changes will contribute to a larger shift towards the creation of a common vision for the future of the VBR.

The service the VBR provides is essential for more than 2000 households, thus the future of such a social service should be guaranteed. The VBR has the capacity to move towards more professional strategies of communication, documentation, volunteer management and financial management.

Samenvatting

De Voedselbank Rotterdam (VBR) is een succesvolle organisatie, die enkel wordt gerund door vrijwilligers. Wekelijks voorzien zij ongeveer 5000 laag-inkomen huishoudens van voedselpakketten. De VBR werd in 2002 opgericht als een kleine non-profitorganisatie en hoewel de oprichters hoopten dat de VBR in de toekomst niet langer nodig zou zijn, is de organisatie juist in omvang toegenomen vanwege de stijgende armoede. Om het voortbestaan van de organisatie te garanderen moeten er aanpassen worden gedaan in het vrijwilligersbeleid en financieel beleid. Er wordt voorgesteld om de organisatie te professionaliseren, wat bijdraagt aan het verbeteren van de efficiëntie en continuïteit van de VBR, en het verbeteren van de werksfeer. Professionalisering wordt gedefinieerd als het toepassen van management-werkwijzen en -structuren die zijn overgenomen uit de commerciële sfeer.

De VBR kent een aantal verbeterpunten voor het garanderen van het voortbestaan van de organisatie op de lange termijn. Aangezien het een non-profit organisatie betreft, is een hoog verloop van vrijwilligers een gegeven waar de voedselbank mee moet werken. Daarnaast zijn er geen duidelijke taakverdelingen, wat leidt tot inefficiënte en onduidelijke communicatie, en gebrek aan continuïteit. Ook zijn het distributiecentrum en het kantoor in twee verschillende panden gesitueerd en belemmert deze fysieke afstand de communicatie tussen de twee locaties. Verder is er geen duidelijke (meer-)jaarlijkse visie voor de organisatie. Deze knelpunten worden gezien als zorgelijk omdat het de organisatie minder gezond en daardoor kwetsbaarder maakt.

Dit rapport geeft een analyse van en aanbevelingen voor het professionaliseren van het financiële en vrijwilligersmanagement van de Voedselbank Rotterdam. Analysemethoden zijn één-op-één-interviews, observaties van medewerkers en een focusgroep met medewerkers vanuit verschillende takken van de organisatie. Literatuurstudies zijn uitgevoerd om mogelijke stimulansen en beperkingen voor professionalisering te onderzoeken, en om alternatieven voor vrijwilligersmanagement en financiële strategieën voor non-profitorganisaties na te gaan.

Door middel van de literatuurstudie zijn mogelijke drijfveren en belemmeringen voor het professionaliseren van een non-profit organisatie zoals de VBR, vastgesteld. Een veelbesproken belemmering was het ontstaan van een conflict tussen, in het geval van de VBR, de oude activisten generatie en de nieuwe meer gecommercialiseerde generatie. Als de VBR geprofessionaliseerd wordt, moet er in het nieuwe beleid een balans gevonden waar alle culturen in de VBR zich in kunnen vinden.

Uit literatuur bleek dat door meer erkenning te laten blijken aan de vrijwilligers, deze zich meer betrokken voelen en verbinden met de organisatie. Daarnaast is het essentieel om duidelijke taakomschrijvingen te hebben, evenals duidelijke en efficiënte communicatie naar en tussen vrijwilligers. Voor financieel management in non-profit organisaties, stelt de literatuur, dat diversificatie van inkomen essentieel is om financiële afhankelijkheid te verminderen.

Het rapport geeft een overzicht van de huidige organisatie van VBR en bevindingen uit de literatuur. Deze hebben geleid tot het gepresenteerde advies voor de voedselbank, bestaande uit verschillende kleinere veranderingen over een tijdspan van 3 tot 9 maanden. Deze leiden tot het advies voor het maken van een gemeenschappelijke visie voor de VBR. Het advies is verdeeld in vier categorieën: communicatie, documentatie, vrijwilligers management en financieel management.

De services die de VRB aanbiedt zijn essentieel voor meer dan 5000 huishoudens in de regio Rotterdam en om die reden moet een stabiele toekomst van deze sociale organisatie gewaarborgd worden. De VBR heeft de capaciteit en de mogelijkheid om te veranderen naar een meer professionele organisatie.

List of abbreviations

ALV Algemene LedenVergadering

ANWB Algemene Nederlandse Wielrijders-Bond

BHV Bedrijfshulpverlening

CBS Centraal Bureau voor de Statistiek

DC Distribution centre

DCA Directed Content Analysis

HR Human Resource

IT Information Technology

NPO Non-profit organization

VBR Voedselbank Rotterdam

Table of contents

1. Introduction

An increasing poverty rate can be observed in the Netherlands in the past years. In 2016, a total of 590.000 households had to cope with a low income, which represented 8.2% of all households in the Netherlands. The percentage of low-income households dealing with poverty for at least four years has increased to 3.3% in 2016, from 2.7% in 2014 (Centraal Bureau voor de Statistiek [CBS], 2018). In the Netherlands, the municipality of Rotterdam has the highest share (15.3%) of low-income households. Of these low-income households in Rotterdam, 7.3% has lived below the low-income limit for at least four years (CBS, 2018).

The growing poverty has increased the need for instances that help low-income households, such as food banks. The first food bank in the Netherlands was established in Rotterdam in 2002, and was organized as a small non-profit organization (NPO) (Canon Sociaal Werk, 2017). The Voedselbank Rotterdam (VBR) provides emergency aid in the form of food parcels for people who do not have enough money to feed themselves. When the food bank was established, the goal was to no longer exist in the near future. However, sixteen years later, the VBR is still of vital importance for the 2000 households that are dependent on its services, as suggested by its director in 2018.

The board of the VBR has expressed concerns regarding its future existence. Like all food banks in the Netherlands, the VBR is based on volunteers, and food and financial donations, making the organization very deyyypendent on external parties and limited in its own resources and assets. Being a NPO without paid labor, there is a relatively high turnover of volunteers and therefore a constantly changing capacity. Communication is hindered, because volunteers work on an irregular basis and share tasks. Moreover, since the office and the distribution centre (DC) are located in different buildings, the communication between these departments encounters an extra barrier.

Furthermore, there has been shown to be a lack of financial continuity. Since the Dutch Association of Food Banks is a very well-known brand, the VBR does not experience any trouble finding sponsors for capital assets, such as trucks or printers. Investors are interested in funding these materials, since these concern incidental donations and the projects could be used to improve their brand name. However, one of the main issues of the VBR is the lack of financial resources to cover the operational costs of half a million euros per year, which may hamper the long-term existence of the food bank. Long-term investors might be needed to cover the operational and facility costs.

Hence, the food bank has issues that may hamper its existence in the future. It is necessary to address these problems, since demand for the food bank increases due to the growing number of households living under the low-income limit (CBS, 2018). This requires professional business processes, such as adequate financial and volunteer management. Therefore, this report provides the board of the VBR with an advice on which alternative organizational structures regarding the financial and volunteer management could be implemented. This was done on the basis of the following research question:

What professionalizing strategies can the Voedselbank Rotterdam adopt in financial and volunteer management in order to achieve long term sustainability?

The sub-research questions that were used to answer this question are:

- SRQ 1: What is the current state of the Voedselbank Rotterdam and its current degree of professionalization regarding financial and volunteer management?
- SRQ 2: What is the propensity of the volunteers working in the Voedselbank Rotterdam to implement professionalization changes regarding financial and volunteer management?

- SRQ 3: Which incentives and constraints, as recognized by other non-profit organizations, does the Voedselbank Rotterdam have to take into account in order to professionalize its financial and volunteer management?
- SRQ 4: What professionalization strategies regarding financial and volunteer management have other non-profit organizations designed and/or implemented and what professionalization strategies are known in literature regarding volunteer management?
- SRQ 5: Which enabling and disabling factors influence the implementation of a professionalizing strategy in the Voedselbank Rotterdam?

In order to provide an advice, the research questions of this project were answered using various methods, such as literature research, interviews and observations, as further explained in the 'Methods' section below. The provided recommendations will be practical and directly implementable, accessible and understandable for the volunteers of the food bank. This way, the VBR can hopefully continue to support thousands of people in their daily lives.

1.1 Definition professionalization

In the current paper, professionalization is defined as *''the application of managerial practices and structures adopted from the commercial sphere''* (Haddad 2002, p. 51). Main features of professionalization are policies, procedures, norms, standards, attitudes, and organizational and management strategies (Stewart, 2015; Hwang & Powell, 2009). A further explanation of the definition of professionalization can be found in Appendix 1.

2. Methods

In order to answer the research question *What professionalizing strategies can the Voedselbank Rotterdam adopt in financial and volunteer management in order to achieve long term sustainability?*, multiple methods were used. In this chapter, these techniques will be further explained per sub-research question.

SRQ 1: What is the current state of the Voedselbank Rotterdam and its current degree of professionalization regarding financial and volunteer management?
The term professionalization has been clearly defined. This was done by means of a literature study. For this, scientific databases, such as Web of Science and Google Scholar were used. The search terms "professional* AND volunteer* OR "non*profit"" were utilized. The element 'non-profit' was essential for the search for an adequate definition, and only the literature that included definitions on professionalization in a non-profit organization (not in a food bank) were used. The search results were scanned through, and different definitions were written down by two consultants. It was decided that at least two consultants would define the professionalization so that they were able to correct each other, or give different insights. Afterwards, the team decided on which definition fitted the current research best. In addition, the associated professionalization practices were analyzed, in order to be able to investigate the current degree of professionalization of the VBR.

To obtain an insight in the current state and the degree of professionalization regarding the volunteer management, one-on-one interviews were performed with volunteers from the Food- and Fundraising department, the Client Administration department, the Human Resource (HR) department and volunteers working in the distribution centre. All interviewees were asked to describe their tasks and working practices, as well as the coordination of their work and problems they encounter during their shifts. The interviews were carried out by two interviewers. In this way, one could ask questions and the other one could take notes and help with questions where needed. These interviews were analyzed by four group members, who summarized the results and put these in a table according to topic.

To gain further insight into the current state regarding volunteer management, two additional methods were used, namely participant observation and process mapping. Participant observation was carried out for seven key figures of the distribution centre (two DC managers, floor manager, administrative employee, head of cleaning, kitchen and maintenance, head of the bulk and head of the belt) to get a clear image of their current ways of working. The DC was chosen as the focus point, since the majority of the volunteers work there, and the above mentioned interviews indicated that the volunteer management could mainly be improved at this location. The observation technique that was used is "shadowing": the volunteers were followed while they executed their tasks (Damelio, 2011). While observing, attention was paid to the number of volunteers working at the time, the presence or absence of a coordinator/manager, the division of tasks, and the execution of tasks. The participant observation was executed one-on-one, since it is rather difficult to implement the shadowing process with multiple consultants. All the outcomes of the observations have been cross-examined by two other consultants and the findings were agreed upon. In order to structurally describe the current state of the DC, process mapping was executed (Biazzo, 2002). All the elements (activities, people, data and objects) that were involved in the production of a food parcel were identified by observation and interviews and a schematic overview of these elements was created (Figure 1). This visualization could be helpful for volunteers that are not able to or not experienced enough with reading academic texts.

In order to determine the current state and the degree of professionalization regarding financial management, interviews were carried out with the director of the VBR and three volunteers from the

Food- and Fundraising department. These depth-interviews were structured and based on the key element managerial practices of our definition of professionalization (see Appendix 1). Questions were posed on the internal communication, task division within the VBR and the incentives for volunteers to work at the VBR, but also on the documentation of financial strategies of the VBR.

These interviews were analyzed by three group members, so that the information was processed from different perspectives (triangulation of researchers). This improved the quality of the interviews, although it did require substantial effort in terms of time. Subsequently, the interviews were coded and sorted in relevant topics; working experience, communication, turnover, etc. To perform a SWOT analysis, the topics were further sorted into four categories (Strengths, Weaknesses, Opportunities and Threats). The coded interviews were used to perform a SWOT analysis of the VBR (see Figure 2). This way, potential areas for improvement have been identified.

Combining all insights, potential areas of intervention in order to increase the degree of professionalization were identified, as well as potential pitfalls an increase in professionalization could entail. The different research styles and the multiple consultants that were preceded in this research accommodated this identification.

SRQ 2: What is the propensity of the volunteers working in the Voedselbank Rotterdam to implement professionalization changes regarding financial and volunteer management?

In order to answer SRQ2 and SRQ 5, a focus group discussion has been organized. This is an interactive discussion with five participants, which focuses on predefined topics (Hennink, 2013). Its goal is "*to gain a broad range of views on the research topic (...) and to create an environment where participants feel comfortable to express their views.*" (Hennink, Hutter & Bailey, 2010). Since the VBR consists of volunteers with different backgrounds and interests, a focus group discussion is considered to be helpful in determining the propensity of these different people to implement professionalization strategies. By executing a focus group discussion, the perspectives of volunteers of the VBR on this topic could be determined.

Seven volunteers from different strata of the organization were invited, of which five were able to join the focus group discussion. The participants were chosen based on their function within the organization. This way multiple perspectives on the posed topics were provided. The focus group discussion was executed in a semi-structured manner, and has been led by two members of the consultancy team by the use of a topic-list (see Appendix 7 for the full script). The other four Dutch-speaking consultants of our group observed the discussion and made notes on both verbal and non-verbal behaviour. The Dutch language was chosen for the focus group, as most participants could better explain themselves in Dutch. Therefore, a language barrier is prevented. In order to answer SRQ 2, questions on past and possible future changes in the organization were posed.

The focus group discussion was analyzed using Directed Content Analysis (DCA), which entails that the outcomes of the discussion were analyzed by categorizing views and opinion of the focus group members on the topic by rank and function. Different categories used were: undertaken projects and notes on the culture within the departments. In order to answer the second sub-research question, these results were summarized, together with information from the previous interviews with both staff in the DC and the office.

SRQ 3: Which incentives and constraints, as recognized by other non-profit organizations, does the Voedselbank Rotterdam have to take into account in order to professionalize its financial and volunteer management?

To determine which relevant incentives and constraints the VBR needs to take into account to professionalize its processes, a literature study, combined with interviews, was executed. The literature study was executed to study which incentives and constraints are used by other food banks or NPOs.

For this, scientific databases, such as Web of Science and Google Scholar were used. The search terms "incentives OR motivation OR encouragement AND constraints OR limitations AND food bank OR non-profit" in combination with either "volunteer management" or "financial management" were used. Moreover, in the interviews with members of the financial department, questions regarding the motivation of volunteers were posed. They were asked about incentives they thought would help to motivate volunteers to work in the DC, and constraints they found relevant to take into account when professionalizing.

The data gathered from the literature study, in combination with the depth interviews, has been summarized by three consultants and put in the perspective of the VBR. This process has resulted in a chapter, founded on sound scientific evidence, in which the incentives and constraints that are relevant for the VBR in order to professionalize financial and volunteer management are presented. Two consultants were needed to guarantee that all relevant literature was correctly and adequately incorporated into the summarized literature used for the fourth chapter. Afterwards, two other consultants checked the chapter to ensure that the data was correctly summarized and clear.

SRQ 4: What professionalization strategies regarding financial and volunteer management have other non-profit organizations designed and/or implemented and what professionalization strategies are known in literature regarding volunteer management?

A literature review of the professionalization strategies implemented by other NPOs has been performed in order to assess measures, guidelines, principles and best practices guiding professionalization regarding financial management. In the literature was searched for professionalization of both volunteer management and financial management. It was chosen that the literature had to be searched and checked by at four least consultants, to ensure proper quality. A literature review has been performed to determine which professionalization strategies are known for communication within NPOs, binding of volunteers and task description. For this, scientific databases, such as Web of Science, Google Scholar and PubMed, were used. Search terms included: "communication AND NPOs, interdepartmental conflict, binding OR retention AND volunteers, task description AND volunteers".

Furthermore, the book "Financial management of nonprofit organizations" (Hankin, Seidner & Zietlow, 1998) served as starting point of the literature research on financial management in other NPOs. For literature on the professionalization of financial management, the following terms were searched: professionalisation OR professionalization AND financial management AND non-profit OR nonprofit OR NPO. The search was performed using multiple scientific databases such as Google Scholar and Scopus. A meta-synthesis of the findings has been carried out to synthesize the resulting key elements in text, categorized according to strategy type (thematic analysis) regarding financial management and volunteer management. Finally, the final alternatives as described in chapter five, have been checked by four other group members.

SRQ 5: What enabling and disabling factors influence the implementation of professionalizing measures in the Voedselbank Rotterdam?

In order to answer SRQ 5, data of the focus group described at research question 2 was used. A special focus has been paid on perceived enabling and disabling factors for the use of more professional measures. Outcomes of the discussion were analyzed by categorizing views and opinions of the participants of the focus group on the topic (DCA) in order to gain an overall synthesized perspective regarding professionalization measures within the VBR. The categories enabling and disabling factors were further divided respectively into acknowledged problems and current actions that are undertaken and disabling factors related to the voluntary workforce, the type of work and the implementation of a vision. The notes were merged into a summary for both the enabling and disabling factors, and

combined with knowledge from previous interviews. Chapter six is expanded by two consultants and checked by at least 5 consultants.

2.1 Output

Combining the findings of these methods has resulted in an advice to the board of the VBR on which changes regarding financial and volunteer management could be implemented. This is described in the next chapters. Furthermore, an infographic with our five main recommendations will be presented to the Commissioner and the board of the VBR. Besides the report and infographic, a handbook is produced in Dutch for the DC. This handbook describes the different processes in the DC, task descriptions and the house rules.

3. The current state of the Voedselbank Rotterdam

The VBR is unique, because it consists of a combination of a food bank with a DC. These two units are located in the same area (see Image 1). The office of the VBR is located at Keileweg 65A (called "65" by the volunteers); the DC is located at Keilestraat 9B. Roughly, 250 volunteers are working in total at these locations. In addition, 150 volunteers are working at the 30 pick-up points in the city (Voedselbank Rotterdam, 2018).
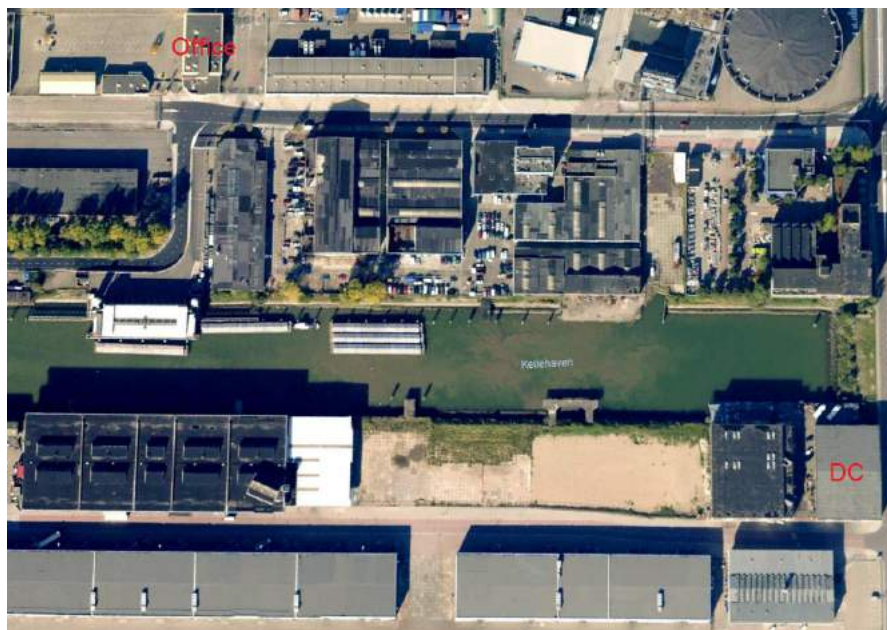
Image 1: Location of the office and the distribution centre of the Voedselbank Rotterdam (Google Earth, 2018)

The two locations differ in their activities. At the office, the functional departments are situated. These include HR , IT (information technology), Client Administration and the Food- and Fundraising department (see the Organigram in Appendix 2). The DC, on the other hand, is concerned with receiving food donations and producing food parcels.

In the next section, the current state of the DC will be further discussed. This includes a description of the current ways of working, as well as analyzing the problems the DC deals with. Afterwards, the current financial management of the VBR will be outlined. Possibilities for improvements for the financial situation will be mentioned as well. A more extensive overview of the results of the interviews on which this chapter is based, can be found in Appendices 3 and 4.

3.1 The current communication and decision structure

The VBR is organized with an overhead general director together with several departments, such as Client Administration, Food- and Fundraising and the Distribution Centre. Appendix 2 provides an overview of these departments in an organigram. However, it is unclear how and about what topics these departments communicate and how responsibilities are divided between these departments. Therefore, this organigram should be adjusted by the VBR (see chapter 7 Advice). Currently, the representatives of the aforementioned departments meet once a week in a formal set-up to discuss the essential current matters. Here, subjects related to human resources, food- and fundraising and client administration are discussed. As these weekly meetings only include the heads of some departments, these can lead to a shortage of information transfer within and between departments. Next to this weekly

meeting, there is open, friendly and informal communication within the office throughout the week whenever needed. Between the Food- and Funding, Client Administration and the HR department, and the DC management, informal communication regularly takes place face-to-face or by phone. A structured formal platform is currently missing to communicate within the organization about the prospects, problems and projects.

Next to the communication, there is a decision structure within the organization. This decision structure is however unclear, largely due to the parttime character of the organization. Meaning, sometimes decisions will be made by different persons, simply because of the absence of the person normally taking this decision.

3.2 The current state of the distribution centre

As indicated already, the DC is responsible for the production of food parcels. 60,000 kilograms of food is brought in per week, which is distributed among 2,000 families in Rotterdam. Next to that, the VBR also functions as a DC for 20 food banks in the region. That way, another 3,100 families are reached indirectly. These food banks use the goods they receive from the VBR to produce food parcels themselves.

Image 2: The distribution centre of the Voedselbank Rotterdam (Metro, 2018)

To enable the production of food parcels, as well as the distribution of food products among other food banks in the region, different actors are involved. A list of these involved parties can be found in Appendix 5.
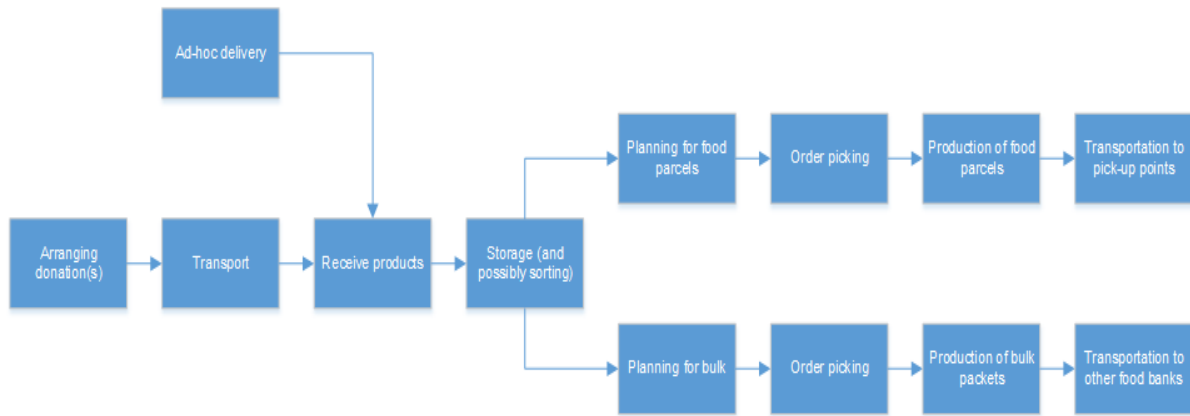
Figure 1: Schematic overview of the processes in the distribution centre (adapted from Peursen & Voermans, n.d.).

The activities that take place in the DC are visualized in Figure 1. This figure is based on the information shown in Appendix 6. The process starts with arranging a food donation, which is done by the Food and Fundraising department at the office, together with the managers of the DC. Afterwards, the products are either transported to the DC by the supplier himself, or are being picked up by a volunteer from the VBR. Products can also be ad-hoc delivered at the DC.

When the products enter the DC, they are administered and their details are inserted into the Hajo system, which is the IT-system of the DC. Afterwards, the products are sorted if necessary (e.g. when a delivery consists of different products), and stored according to their characteristics. Hence, products are either stored in the freezer, in a cooled area or in a dry place.

For the production of the food parcels, as well as the assembling of the packets that go to the food banks in the region ("the bulk"), a planning is made. This is done for the bulk and food parcels separately. The planning states which products will be used for the bulk, and which products will end up in the food parcels. When the food parcels and bulk are assembled, the products are gathered from the storage. The food parcels are created using a conveyor belt, where volunteers all place a different product into a box. The belt products are mostly converged on pallets. Finally, the food parcels are transported to the pick-up points, where the clients can gather them. The belt products are either picked up by the other food banks, or brought to them.

Image 3: Assembling the food parcels (Metro, 2018)

In addition to these processes, there are also supportive services such as maintenance, cleaning, BHV and the provision of lunches, which are prepared in the kitchen. A more detailed description of all processes can be found in Appendix 5.

3.3 The current financial management

Since the establishment of the VBR, the organization has transformed from a small local initiative to a large organization striving to serve 2000 households in the region of Rotterdam with food parcels. The expansion of the organization had lead to a need to increase its financial resources, namely revenues. Currently, the VBR has to cover a half million Euros per year for its operational costs (€526.697 in 2016, year report Voedselbank Rotterdam 2016). This chapter will provide insight in the current financial management of the VBR, based on multiple in-depth interviews. Although the VBR has always been able to cover the operational costs, there is a need for more stable and diversified income sources, to secure a sustainable future of the VBR. Donations from private donors, the Dutch Association of Food Banks and Stichting Keigoed are unstable over time. Therefore, this chapter focuses on the possibilities for improvements for the financial management. All strengths, weaknesses, opportunities and threats of the interviews are summarized in the SWOT analysis in figure 2.

The VBR has a separate fundraising department, which includes both the donation of food as well as the funding of financial resources. It consists of ten volunteers, where two volunteers do the general fundraising and, next to that, all members work on other specific projects. In an attempt to secure financial support, the fundraising department recently has reached out to the provincial government. The provincial government might be willing to donate money to cover parts of the distribution costs for the VBR, as other provincial governments have donated money to the food banks in their region. Additionally, a bike fixing program might provide a stable source of income, where the ANWB (Algemene Nederlandse Wielrijders-Bond) gives the foodbank around thirteen bikes a week that will be fixed and can be sold in the 'Kringloopwinkel'. Since the name of the food bank is very well known, numerous donors approach the food bank themselves. Organizations are eager to fund specific projects (e.g. new trucks), but it is hard to find organizations or individuals who are willing to help provide the VBR with a stable income of donations.

An annual or multiannual financial framework for the VBR is currently not present. A number of financial objectives are now shaping the internal policy of upper-management. These include securing long-term financial support from private enterprises in order to cover operational costs and to ensure that the connected food banks in the region do not have to contribute to the distribution costs. Currently, these financial objectives are not operationalized in explicit financial targets. Cutting costs is currently not a priority, as the operational costs of the VBR are stable and fixed in time and are already proportional to their function.

Progress has been made on reporting and documenting by writing monthly financial reports. However, reports are not shared among relevant volunteers. Donor lists, if present, are not readily available to the volunteers responsible for fundraising. Currently, results of previous fundraising projects are not documented, leading to a knowledge gap for new volunteers. Besides, providing assessments of past projects can increase the probability of being financed again for similar projects or new versions of the same annual project.

S
TRENGTHS

The brand name of the Voedselbank is very well-known, numerous donors approach the Voedselbank themselves

Current projects run pretty successful e.g. the bike project – meaning the knowledge/ expertise is inventively used

All costs items, comprising the total operational costs, are proportional to their function

The expenses are covered each year by fundraising

The current board is working on setting up a financial strategy

W
EAKNESSES

Sources of income are not diversified leading to high vulnerability of finances in case of exogenous shock

There are no common strategies nor an annual or multiannual financial framework

There are no task descriptions, creating the risk that not all essential tasks are covered if no one feels like doing them

Donor lists, if present, are not readily available to volunteers responsible for fundraising

There is no documentation of the previous fundraising projects, leading to a knowledge gap for new volunteers

The Voedselbank Rotterdam is dependent completely on external parties when it comes to both food and money funding, making them vulnerable for external changes

There is no binding of structural private donors, lack of donation button on the Voedselbank Rotterdam website

O
PPORTUNITIES

Other ways to improve structural income via fundraising, such as the legacies

Explore the possibilities of investing in order to create a stable income of private donors

Other provincial governments have shown to be willing to support food banks within the Netherlands

Outsourcing of fundraising to a commercial professional fundraising company

General trend of improved CSR for large companies, which might be interested to do so via the Voedselbank Rotterdam

Huge amounts food is still being wasted, whereas the Voedselbank Rotterdam could help to reduce these rest flows which can even be combined which increasing the structural income for Voedselbank Rotterdam

T
HREATS

The current location of Voedselbank Rotterdam is situated in a polluted area, which might have to be remediated, which could lead to huge costs for the Voedselbank Rotterdam

The fundraising of VBR is overwhelmed by professional commercial fundraising companies

Voedselbank Rotterdam has to meet the requirements of the Voedselbanken Nederland in order to stay a member

Figure 2: SWOT analysis of the VBRs financial management

3.4 Current problems of the food bank Rotterdam

The Rotterdam food bank faces several problems. These problems can be divided into two categories: structural and specific problems. Structural problems are caused by the fact that the food bank is

dependent on volunteers. These problems often occur in voluntary organizations. Specific problems are caused by the fact that the VBR has a complex organizational structure (a DC and an office at different locations). This chapter will explain the main problems that the VBR encounters.

3.4.1 Communication

Communication within the VBR is difficult, since staff works part-time and the turnover of volunteers within the organization is high. As these are general characteristics of a voluntary organization, this communication problem can be seen as a structural problem of voluntary organizations. Another issue which is hindering communication is the large difference in social backgrounds between the volunteers.

Interviews with a few volunteers working in the DC and in the office indicated that the communication between the office and the DC does not always go smoothly. Because the communication in the VBR is specifically hampered by the spatial distance between the office and the DC, the communication problem of the VBR is specific for its situation. As the office and the DC are situated at different locations, there is little overview of which processes take place at the other location, and what underlying reasons there are for specific actions and decisions. The responsibilities of different departments are not clear.

This manifests itself, for instance, in the communication and decision making regarding food donations. The Food- and Fundraising department is in touch with potential food donors, and accepts many food donations. However, this often happens without consulting the DC managers, resulting in the situation that food might be accepted by the Food- and Fundraising department, while the DC does not have the capacity to process the donation. The VBR has, for instance, a limited number of trucks and vans, which makes it impossible to pick-up all food donations that are offered. Because of this, the DC managers prefer to accept only relatively large donations within a short distance, whereas the Food- and Fundraising department welcomes most donations, in order to maintain good relationships with the suppliers. Additionally, the fundraising department is not aware of the food flows that go in and out of the distribution centre.

These different views on which donations to accept, in combination with insufficient communication, result in a suboptimal situation in terms of processing of food and the relationship with the suppliers. Whenever too much food is accepted and it cannot be processed by the DC, it has to be destroyed, resulting in high costs. Moreover, cancelling food donations is not favourable either, since it harms the relationship the VBR has with its suppliers. Therefore, a solution has to be found to improve the communication between the DC and the Food- and Fundraising department.

3.4.2 Workforce

As all members of the VBR are volunteers, standard financial or career development incentives are not present, nor are they desirable. Motivation and commitment are both the main drivers and potential pitfalls of the VBR as a volunteer organization. The volunteers have diverse backgrounds and varying motivations for working at the VBR. Some of the volunteers are retired, but still enjoy performing work-related activities for a good cause. Others are in between jobs, and work at the VBR to use their time in a valuable way. Moreover, some of the volunteers receive an unemployment allowance from the municipality, which obliges them to perform a compensation activity, called "Tegenprestatie" (Gemeente Rotterdam, n.d.). Of the volunteers working in the DC, the number of volunteers that have to do volunteer work because of this rule is estimated at 30-40 (12-16%). However, it has to be noted that the VBR does not keeps track of the reasons its workers have for volunteering and does not have the exact number of volunteers that volunteer to receive an unemployment allowance on paper. Another motivation for volunteers at the VBR can be the free food parcel volunteers receive at the end of each working day.

It regularly occurs that people do not show up for their shifts. This can be caused by a lack of commitment of volunteers to the organization and can be seen as a structural problem that volunteer organizations experience. The VBR makes use of a positive rewarding system: volunteers that work at the food bank receive a food parcel at the end of each working day. However, this reward does not seem to be sufficient in motivating all volunteers to show up for their shifts. Moreover, the members from the Client Administration department indicated that some workers are intrinsically motivated to perform tasks, whereas others are obliged by the municipality of Rotterdam to execute a volunteer work-related activity. Hence, this latter group is likely to be less motivated to actually perform the volunteer work, and feels less inclined to actually show up for its shifts. This mainly manifests itself on days on which government instances transfer care or holiday allowances. A large number of volunteers does not show up on those days, as they then do not need the short-term financial support. Besides, the capacity of the organization fluctuates in time because of high differences in skills and knowledge of volunteers and high turnover rates (20%) (personal communication, Head of the HR Department, 2018).

3.4.3 Task description

A third specific problem is that the tasks within the DC are not described. All volunteers have signed a volunteer contract before they started working in the food bank, but no one has received a written description of their tasks or function within the VBR. Therefore, the task division between the different volunteers is not clear. In the DC, this results in volunteers having overlapping activities or feeling that they have to perform tasks that someone else should be doing. This leads to frustration and communication problems between volunteers. In general (also in the office), this can lead to that only essential tasks, like fundraising, will be executed which may result in a neglection of other tasks such as documenting. Additionally, there is a lack of supervision on the tasks that are being done.

Documentation of actions, past or planned, is currently insufficient to ensure continuity in the work of the organization, making the organization vulnerable. Information is mostly transmitted verbally in formal or informal interactions between volunteers. While this may not be a problem from a short-term perspective, in the long-term, coupled with the high turnover of volunteers, relevant information is lost, leading to a slow moving organization, as new ideas can take a long time to be implemented. Even when present, documentation is not shared among divisions, thus creating information asymmetries between relevant volunteers and divisions.

3.5. Propensity to change

In general, the propensity to implement professionalization changes differs between different volunteers working at the VBR. All participants of the focus group agreed upon the necessity to professionalize the organization. These were all volunteers with management functions (management board and middle management).

The volunteers with management functions are mostly focussed on improving the efficiency of the food bank. They recognize problems within the VBR and want to solve these by becoming a more professional organization (see enabling factors Chapter 6). In addition, these volunteers are already trying out professionalization strategies to improve communication (e.g. meeting between manager DC and head Food- and Fundraising department and a tv-screen to communicate information). This group strives towards a future-proof strategy for the VBR. In addition, the Food- and Fundraising department and the director of the VBR are more focussed on commercial goals and fixed contacts than other volunteers. The interviews with volunteers working at the office as well as the focus group showed that this group has a high propensity to implement internal strategic changes in terms of professionalization.

In contrast, the ground-level volunteers working in the DC have shown resistance towards professionalization strategies in the past. They are more focussed on the social aspects of the VBR and are motivated to provide clients in need with well-filled and balanced food parcels. This group does not want to be restricted in any way, e.g. by having a task description. This second group of volunteers has a more short-term focus compared to the first group, and therefore has a lower propensity to strategic changes in terms of professionalization.

4. Incentives and constraints for professionalizing the VBR

In order to determine what are relevant incentives and constraints to professionalize the VBR, a literature study was performed. The results are described in this chapter.

The underlying tension between the different cultures shaping NPOs has been set as theoretical basis in order to assess the extent to which a culture can be fostered without excluding others. Kreutzer and Jäger (2012) argue that different cultures are an advantage to the organization as communication and cooperation between them can help achieve objectives that are potentially mutually exclusive. Salamon (2012) describes the different impulses (cultures) that shape the development of NPOs as professionalism, voluntarism, civic activism and commercialism (see Figure 3).
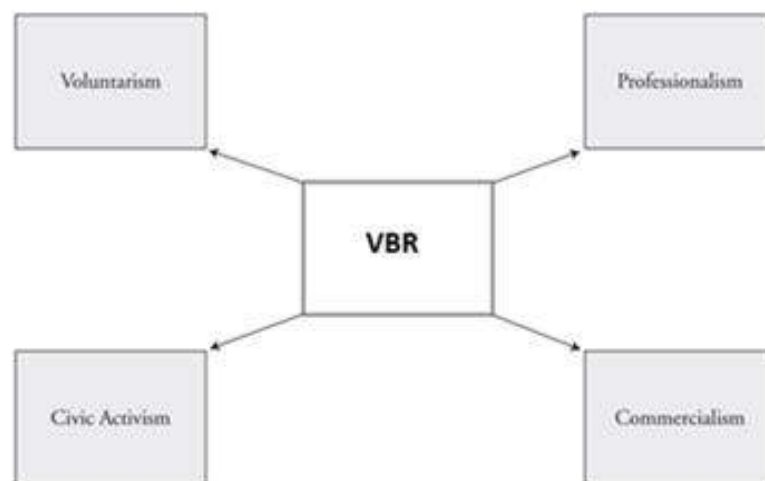

Figure 3: Four impulses shaping the future of VBR, adapted by Salamon (2012)

These impulses are currently relevant for the organizational environment of the VBR, as two groups of volunteers are currently present within the organization: the "old" activist generation of the food bank (i.e. the people who founded VBR 16 years ago) that wanted to provide food for the people who could not afford it and were left behind by the government (Volunteer VBR, personal communication, June 12, 2018), and the "new" generation that has reframed this vision of the VBR into a more professionalized and commercial perspective.

This duality of identity currently results in conflict when running the operations in the VBR as the two different cultures clash. For instance, in the office, where the "new" generation is mainly settled and where the fundraising is performed, the main goal is to gain as much financial support and as many food donations as possible. This effort for maximization of donations is coupled with the objective of increasing efficiency. On the other hand, the DC cannot handle the amount of food received and its main aim is not to be more efficient, but to create a cooperative and solidaristic environment where mutual and community assistance is fostered.

Bekker and de Wit (2014) highlight the inherent trade-off between efficiency and activism. Consequently, the coordination and management of volunteers needs to be implemented in a careful and thoughtful way (Bekkers & de Wit, 2014). Thus, by balancing the incentives and the constraints to

professionalization in the VBR, professionalism can support the overall objective of the VBR without hampering its core founding values.

4.1 Incentives for professionalization

The incentives for professionalization of the VBR are listed below. The incentives are structured according to volunteer management and financial management have been taken into consideration in shaping the advice for the VBR.

4.1.1. Volunteer management

Incentives for professionalization of volunteer management can be divided into three topics: incentives related to volunteer identity, task division and structure of the organization.

<u>Volunteer identity</u>
Professionalism has been described as a specific case of volunteer empowerment, i.e. volunteer identity molded by a "professional spirit" (Ganesh & McAllum, 2012). Moreover, fostering a volunteer role identity by handing out similar items to volunteers, such as T-shirts of the organization, permits the public recognition of their contribution. This process contributes to the empowerment of volunteers (Finkelstein et al., 2005). Professionalization thus changes the identity of volunteers and empowers them.

<u>Task division</u>
The task division of the VBR has shown to be ambiguous, as indicated in Chapter 3. Professionalizing the VBR, by providing volunteers with a clear function and corresponding tasks, will contribute to a better functioning organization. Moreover, clearness and lack of ambiguity in role and task management increases contribution of volunteers to organizational objectives. Furthermore, ambiguity of task requirements yields lower satisfaction in volunteers (Kulik, 2007).

In addition, by defining tasks and role identities, implicit norms and common values are endorsed by the volunteers causing positive effects of socialization and integration on performance due to socialization and integration in a "community" (Haski-Leventhal and Cnaan 2009; Jordan 2009; Lois 1999). Moreover, explicit roles (Betz and Judkins, 1975) and multiplicity of goals (Babchuk and Booth, 1969; Karr, 2001) yield a positive effect on volunteer motivation and engagement.

<u>Volunteer engagement</u>
One part of the definition of professionalization that is used in the current paper is *''the application of managerial structures adopted from the commercial sphere''* (Haddad 2002, p. 51). The implementation of such structures could help to improve volunteer management.
Kaufman et al. (2004) show that a formalized and hierarchical structure and management (coupled with small working groups and a common internal culture) can be successful in fostering volunteer engagement. Despite the fact that bureaucracy and formalization can contribute to the dissatisfaction of volunteers, Musick and Wilson (2008) argue that scarce levels of bureaucracy and formalization drives the alienation of volunteers. Additionally, the perception and evaluation of the usefulness of the output generated by volunteers to reach a common and publicly valued objective can be a reason volunteers are engaged with the organization. NPOs that effectively provide services to recipients are more likely to attract and retain volunteers (Kulik, 2007).

4.1.2. Financial management

In terms of financial management, a stronger professional reputation leads to more financial resources revenues (Bekker and de Wit, 2014). Reason for this is that financial backing by donors is dependent on professional processes, such as reporting, documenting and evaluation. Hence, professionalization could be beneficial for financial management, since it could contribute to raising more funds.

4.2 Constraints for professionalization

The constraints for professionalization of VBR are structured into volunteer culture, responsibility and bureaucracy.

Volunteer culture

Although professionalization of volunteer management could have positive effects, such as described in section 4.1 Incentives for professionalization, it could also alienate volunteers with higher "voluntaristic" culture. It hampers the ability of volunteers to passionately engage broader societal issues that matter to them, thus diminishing the activist drive of volunteers (Kreutzer and Jäger, 2010). Moreover, professionalization could lead to an increasing disconnection from community concerns, and an increasing pressure toward meeting statutorily mandated government requirements (Ganesh & McAllum, 2012). Furthermore, quantification of objectives can redirect organizational mission away from the communities that non-profits were set up to serve (Ganesh & McAllum, 2012).

Responsibility

When providing the VBR with task divisions, responsibility is brought along with it. Instead of being able to just perform any assigned task, as is the case nowadays, volunteers will become responsible for a specific part of the processes. This may become problematic.

Even when volunteers have greater motivation than an employee, reliability becomes an issue when too much responsibility is assigned to a volunteer (Kreutzer & Jäger, 2010). As volunteers are free to work or leave, they often do not carry responsibility, thus professionalization can only be structurally limited in scope.

Moreover, another aspect of a task division is routinization. This is another potential problem, since routinization drives a reduction of volunteers' sense of autonomy and, consequently, a decrease in their commitment to the organization's goals (Kreutzer & Jäger, 2010).

Bureaucracy

Becoming professionalized and structured around principles of market rationality entails that NPOs develop formal definitions of rules and construct some kind of bureaucratic management style. Consequently, these NPOs become more hierarchic exclusive, and hence less participatory and less democratic (Olson, 1965). This has been underlined by Kreutzer and Jäger (2010), who stated that the introduction of bureaucratic procedures, management instruments derived from for-profit businesses and a higher involvement of paid professionals in the non-profit sector lead to a decline in volunteer motivation. Professionalizing will require more ample and reliable financial resources (Kreutzer & Jäger, 2010). Moreover, volunteer management capacity is intrinsically limited by the organizational structure (Kreutzer & Jäger, 2010).

5. Alternatives: professionalization strategies of other non-profit organizations

5.1 Volunteer management

The literature study on alternative strategies for professionalization of NPOs is focussed on three subjects: retention of volunteers, communication between volunteers and task description of volunteers.

5.1.1 Retention of volunteers

For the VBR, there are two ways to solve the workforce problem in the DC: focus on recruitment of more volunteers or focus on retention of volunteers currently working at the DC. As it costs at least five times more time to introduce a new volunteer than to develop greater connections with existing volunteers (Brudney & Hager, 2004; Mitchell & Taylor, 2004), we will focus on alternatives for volunteer retention instead of volunteer recruitment.

In order to increase volunteer retention, the organization has to bind its workers to the organization with other means than a salary (Millete & Gagné, 2008). A study by the United Parcel Service [UPS] foundation (1998) shows that many volunteers stop working for an organization because of poor volunteer management practices (e.g. no efficient use of volunteers' time or talents, or no clearly defined tasks). Volunteers working in the DC of the VBR also indicated problems related to volunteer management practices, such as the lack of task descriptions. For this reason, we will focus on alternatives to improve the current management practices of the VBR and DC.

Management practices that focus on retention start when a new volunteer enters the organization. In this stage, this volunteer gains social knowledge and skills that are needed for participating as a member of the organization. This process is referred to as "organizational socialization" (Van Maanen & Schein, 1979) and increases the commitment of the new volunteer to the organization (Cable & Parsons, 2001; O'Reilly & Chatman, 1986). Organizational commitment is, among other things, expressed by the intention to stay in the organization (Haski-Leventhal & Bargal, 2008). Meyer et al. (2002) mention three types of organizational commitment: affective commitment (emotional connection), continuance commitment (high costs of leaving) and normative commitment (feeling of obligation). According to the Three-Component Model of Organisational Commitment of Meyer et al. (2002), affective commitment reduces turnover intention and actual turnover.

Related to affective commitment, Brudney and Hager (2004) state that management practices aimed at volunteer retention should focus on enriching the volunteer experience instead of the needs of the organization. They identify three important management practices that increase the retention of volunteers: **recognize volunteers, provide training, and screen volunteers and match them to organizational tasks**. The last two management practices are also recognized by Grossman and Furano (1999) as critical to the success of volunteer programs. An organization that is successful in recruiting and retaining volunteers is the British Red Cross (RBC) (Waikayi et al., 2012). Its strategy consists of offering variation in tasks to their volunteers to keep them motivated.

Recognition
Recognition of volunteers is shown to be of importance in voluntary organizations with a high amount of volunteers that work there for a relatively short period of time (Brudney & Hager, 2004). As interviews showed that this is the case for a number of volunteers of the VBR, the volunteer management practices of the VBR could focus on recognition of volunteers. Recognizing the

importance of the organization's work and the volunteer's contribution to that work can for example be done by regularly thanking volunteers personally, both formally and informally, and by acknowledging milestones and accomplishments (Volunteer Canada, 2016). In addition, displaying volunteers in the organization newsletter and providing awards for volunteers who have worked at the organization for a long time also increases retention of volunteers (Cuskelly et al., 2006; Volunteer Canada, 2016). Furthermore, providing volunteers with material compensation (e.g. free food parcels) for the time they spend volunteering increases retention (Bekkers & de Wit, 2014).

<u>Training, screening and matching to organizational tasks</u>
Providing training is of higher relevance for organizations that have relatively few volunteers, who devote many hours to working for the organization (Brudney & Hager, 2004). This is less applicable to the VBR, and is in line with the fact that a trial of volunteer training programs of the VBR was not experienced to be successful. Regarding screening of volunteers, the HR department screens the suitability of volunteers for management functions they applied for. However, actually matching applicants to other organizational tasks than they have applied for is currently not performed. This is difficult to do, because the organization currently lacks task descriptions.

<u>Welcoming culture and volunteer engagement</u>
In addition to these volunteer management practices, providing a welcoming culture for volunteers, allocating sufficient resources to support volunteers and enlisting volunteers in recruiting other volunteers help to increase retention of volunteers (Brudney & Hager, 2004). A welcoming culture is created by assuring that volunteers of all backgrounds and cultures feel included, welcomed and valued in the organization (Volunteer Canada, 2016). Such an inclusive organization can be established by volunteer engagement: inviting volunteers to provide suggestions for resources they may need and providing volunteers with a support person (Volunteer Canada, 2016). This relates to providing volunteers with the opportunity to express constructive feedback (e.g. their ideas or potential solutions to problems) to a volunteer manager (Garner & Garner, 2010). Furthermore, it is of great importance to conduct exit interviews with volunteers leaving the organization (Volunteer Canada, 2016). In this way, the organization gains insight into the motives of volunteers for leaving the organization. If possible, these motives can be tackled in the future to increase the retention of volunteers.

5.1.2 Communication between volunteers

A few volunteers of the VBR indicated a communication problem between the office and the DC. These two units can be seen as different departments, between which conflict sometimes occurs. The model of interdepartmental conflict (Barclay, 1991) is used to investigate alternatives ways to handle this conflict. This model reflects, among other things, on four constructs that are important for understanding and solving interdepartmental conflict (Barclay, 1991).

Firstly, **jurisdictional ambiguity** is the lack of clarity about which of two departments has responsibility for particular decisions or actions (Thomas, Walton & Dutton, 1972). When there are no clear agreements regarding responsibilities, departments try to resolve jurisdictional issues in favour of their own preferences. This can be in opposition with the preferences of other departments. This jurisdictional ambiguity leads to increased barriers in communication. In addition, handling ambiguity from one's own perspective over time leads to larger differences in the views held by departments. This is also the case for the VBR, as it is not always clear which department (office or DC) is responsible for which decisions or actions (e.g. decide on which food donations to accept). An alternative for the current practice is to make responsibilities of each department clear.

Secondly, **task interdependence** is the extent to which two departments are dependent on each other for assistance, information, compliance, or other coordinative activities when executing their tasks (Walton & Dutton, 1969). For the VBR, the office and the DC are greatly dependent on each other. This high interdependence can lead to great interdepartmental conflict (Walton & Dutton, 1969).

Thirdly, **communication barriers** are aspects of a situation that make conflict-managing interaction more difficult (Thomas, Walton & Dutton, 1972). These include physical barriers that hamper interaction. For the VBR, the spatial distance between the office at 65 and the DC is experienced as a physical communication barrier. This barrier may reduce the amount and quality of information shared between departments (Smith, 1966). However, for now, it is not possible for the VBR to move to a different location where the two departments can be situated together.

Lastly, **diversity in departmental perspectives** (e.g. having different goals/perceptions of reality) leads to greater interdepartmental conflict (March & Simon, 1958). These different perspectives originate from characteristics of the organizations, departments depending on different sources and amounts of information, and from the different backgrounds of members across departments (Barclay, 1991). As stated in chapter 3 The current state of the Voedselbank Rotterdam, the departments of the VBR have different opinions regarding which food donations should be accepted. An alternative to the current practice could be that the two departments come to an agreement on this and make sure their perspectives are more aligned.

5.1.3 Task description of volunteers

Multiple studies have shown that volunteers experience uncertainty regarding their task descriptions (e.g. Haski-Leventhal & Bargal, 2008; UPS foundation, 1998). This uncertainty is especially present when a volunteer starts working for a new organization (nomination phase) (Haski-Leventhal & Bargal, 2008). Task uncertainty is also experienced by volunteers working in the DC and at the office of the VBR, as indicated in several interviews.

Job design identifies the tasks that a volunteer can do for the organization in order to contribute to its mandate (Volunteer Canada, 2001). In this way, volunteers know what is expected from them regarding activities, time commitment and behaviour. A handbook that describes the processes that take place in the DC and the different tasks that need to be executed could improve efficiency and prevent frustration and communication problems (Volunteer DC, personal communication, June 5, 2018). In addition, a clear job description increases retention of volunteers (Brudney & Hager, 2004; UPS foundation, 1998; Volunteer Canada, 2011). It is important to regularly revise this handbook and the task division to ensure adequacy.

5.2 Financial management

As described in the previous chapters, researching the current state of the VBR regarding volunteer and financial management has led to an overview of the strength, weaknesses, opportunities, and the threats of the VBR. This chapter will provide alternatives that may relieve the weaknesses and may further improve the strengths of the VBR.

5.2.1 Diversification of revenues

The current sources of income of the VBR are dual: in the form of (financial and capital assets) donations from various external parties and the financial revenues from the thrift shop ("Kringloopwinkel"). The VBR does not experience trouble in obtaining donations for capital assets, but it does have a hard time with covering its fixed expenses. The Kringloopwinkel is a substantial

source of revenue that covers the largest part of the operational costs, therefore being crucial for the financial sustainability of the VBR. In the case of a decrease in the financial revenues from the Kringloopwinkel, the VBR could face serious problems which could hamper its mission of distributing food to the poor.

Since the VBR is dependent mostly on two sources of income, there is a need for additional revenue sources. Literature has shown that the diversification of sources of revenues is linked to reduced financial vulnerability in NPOs (Carroll and Stater, 2008). Furthermore, Carroll and Stater (2008) suggest that a greater diversification of revenues will improve the ability to manage the uncertainty of funding over time, which might allow for investments in the organization. In the case of the VBR, an option could be to invest in green energy, which can lead to a reduction of operational costs. Research also showed that a greater diversification of revenue will decrease the likelihood of loss in net assets over three consecutive years (Greenlee & Trussel, 2000; Trussel, 2002). This would be beneficial for the VBR, since it would reduce its insecurity regarding financial stability in the future.

Although the diversification of revenues has been shown to improve the financial health of NPOs, it does require increased administrative monitoring and higher reporting on the activities. This increased administrative monitoring may bring significantly greater costs for the organization (Grønbjerg, 1993). These costs, however, may be neglected considering the improvement in the financial state of the VBR.

5.2.2 Professionalization of fundraising

In the past, NPOs have been depended on both governmental support and private donations. Currently there is a trend of decreased governmental financial support to NPOs, leading to more professionalized fundraising strategies. A more intense competition with especially for-profit firms and other non-profits may arise, putting extra pressure on realizing the mission-related activities (Young et al., 2010). The VBR was not dependent on governmental donations before, but is currently competing for the same donations. When professionalizing the fundraising of the VBR, it could get more donations, making it less dependent on individual donations. In practice, this could entail that financial resources will be invested in an external professional fundraising company, which would yield substantially larger returns (Carroll & Stater, 2008). However, outsourcing and therefore paying someone for fundraising is not in line with the culture and vision of the food bank, where a big pilar is the fact that everyone is working voluntary. This should be taken into account when exploring the possibilities of professionalizing the fundraising.

6. Enabling and disabling factors for implementation professionalizing strategies

This chapter illustrates the enabling and disabling factors that influence the implementation of a professionalization strategy in the VBR. This is relevant, as the implementation of the advice should be feasible for the VBR. The enabling factors explain why the VBR will be able to enhance their professionalization level, and the disabling factors describe possible difficulties when trying to implement professionalization in the VBR. This chapter is mainly based on the information gathered through the focus group discussion. The script for this focus group can be found in Appendix 7. A summary of the focus group is provided in Appendix 8.

6.1 Enabling factors for implementation of professionalization measures

An enabling factor to the implementation of a professionalizing strategy is the recognition of problems of the VBR by volunteers. The focus group confirmed that the task descriptions were unclear, that the workload is high and that volunteers hold different visions of the VBR (which was stated in the interviews with both volunteers working in the DC and volunteers working at the office). In addition, the focus group showed that volunteers perceive the VBR having little institutional memory as problematic. When a volunteer starts a new project, this is not documented and knowledge is lost when this volunteer leaves the organization. Furthermore, the focus group indicated that the low level of pleasure when working is also seen as an important problem that needs to be solved. This problem is caused by an increasing workload and a limited amount of volunteers.

As an attempt to solve these problems, the VBR is already implementing multiple strategies towards professionalization. Since a couple of weeks, the manager of the DC and the head of the Food- and Fundraising department regularly meet to discuss the course of events. In addition, the volunteers with a management function formally meet every week. Furthermore, the participants of the focus group (only volunteers with management functions) expressed that they are open for formal discussion about, for example, the creation of a common vision of the VBR. The office at 65 provides space for these meetings. In addition to these formal meetings, a TV-screen has been placed at the two locations in the DC and whiteboards in the office, to improve the communication of important information and task division. Besides, there have been attempts to create an organigram of the organization in the past. These strategies show that the VBR is motivated to change towards a professionalizing strategy, which enable the implementation of such a strategy.

6.2 Disabling factors for implementation of professionalization measures

We identified some factors which might hinder the implementation of professionalizing strategies. First of all, there are some facets that link to the voluntary workforce of the VBR. Because the workers are all volunteers, it is hard to commit people to a certain protocol or task description. Voluntary work has a non-committal character, meaning that volunteers come and go when they want. People set up a project but do not feel responsible to carry out the tasks or hand them over to someone else. Linked to this, implementing changes directed to professionalization in the VBR is harder than in a for-profit organization, because the volunteers might be afraid that they will be restricted in their work. Also,

implementation of previous attempts (e.g. organizing a day opening in the distribution centre) has proven to be difficult because everybody works part-time. Therefore, the volunteers cannot build upon the previous day with the same people. Finally, as volunteers with the same function have different education levels, they cannot all execute the same tasks. This requires a different management and communication approach than is normally used when professionalizing a non-voluntary organization.

Secondly, we identified factors that are more specific for the situation of the VBR and are linked to the nature of the work that it does. From the focus group, it became clear that even if the standard procedures would be described and protocols would be followed, the exceptions are taking up the most time in the day to day practices. Exceptions include, for instance, ad-hoc deliveries that were not included in the planning of that day. In order to make processes more professional and structured, a lot of communication and clear responsibilities are required. This condition for professionalizing the VBR complicates the implementation. Furthermore, specifically in the DC, a structured day schedule is hard to stick to because everyone starts working at different times and when the DC opens, some tasks have to be undertaken right away.

Thirdly, there are some aspects that could specifically hinder the implementation of a common vision for the future of the VBR. First of all, the necessity of creating a common vision is currently not shared among all volunteers. Reducing rest flows and poverty are the "*raisons d'être*" of the VBR, and is the main driver for volunteers to work at the VBR. However, everyone has a different tactic to reach this very broad goal and interprets it differently. It is not a vision from which all volunteers can act. The notion that there is a common goal, even though there is no common understanding of how to get there, might reduce the urge to create and act upon a new and different vision. Furthermore, there is tension between the distribution centre and the fundraising department concerning the vision on food donations. This disagreement could influence the propensity of the volunteers to develop and act upon a common vision. Even more so, there seems to be a feeling that "the office" is enhancing different goals than the volunteers in the distribution centre. It will be challenging to find a truly common vision, that all volunteers of the VBR can relate to. The communication of the vision will most likely come from higher up, which might cause resistance from the people working at the ground level in the DC.

7. Advice

After performing the literature researches, as well as interviewing the volunteers working at the VBR, a view regarding to how the VBR should look like in the future was established. Four domains for improvement were indicated on the basis of the results of the five research questions. Hence, in this section, the perception of the consultants regarding the future of the VBR will be described. This situation will be described first, after which recommendations to reach this state will follow.

7.1 Our vision for the future of the Voedselbank Rotterdam

7.1.1 Overall objective

In order for all volunteers at the VBR to work towards the same goal and feel committed to the same objective, a common vision should be present with specific strategies and objectives to achieve these goals. This ensures a guideline for how to act in the case of exceptions, which will lead to effective communication. An overall objective will eliminate ambiguities that arise regarding what has to be done, and which tasks have priority.

For the financial domain, it would also be desirable to have a financial strategy with clear targets for the upcoming years. This makes sure that the VBR will have a sufficient income, which enables its future existence.

7.1.2 Communication and documentation

The process of successfully running an organisation requires that information is clear and readily available to the departments and the individual volunteers that may require it. Moreover, organizations that encompass diverse cultures and that are driven by different impulses, as the VBR, require a clear vision and a clear set of overall objectives that need to be documented and effectively communicated. Communication and documentation of information is thus an important aspect of intervention. With respect to communication and documentation, the consultancy has come to understanding that the optimal state would require concise standardized reporting on the projects and processes of the VBR and that this information is then easily available at all times. When someone leaves the organization, her or her work is documented and can be continued by other volunteers. Updated information on donations, donors and the financial status of the VBR would then be the cornerstone of effective communication between departments and individual volunteers. Communication should be formalized to a certain degree between closely working departments (such as the DC and the food and fundraising department) while the vision and overall objectives (including projects) should be communicated and discussed periodically, collectively and horizontally.

7.1.3 Volunteer management

An organization that aims to work effectively, requires clear task descriptions. This task description should include activities that have to be performed, expected time commitment, decision structure and responsibilities and other staff members that are relevant to communicate with. Volunteers then know what is expected from them regarding activities, behaviour/attitude and time commitment. No tedious tasks will be skipped because all are included. Because the responsibilities are clearly divided, all volunteers know who they can contact when something is not done correctly. Furthermore, a clear task description will improve efficiency and communication between volunteers.

When commitment of volunteers to the organization is strong, this will lead to a lower turnover of volunteers and fewer no-shows on shifts. According to literature, appreciating and recognizing the importance of a volunteer's contribution will increase binding of volunteers. To have a safe place for volunteers to share their opinions, feelings and complaints a counselor is present. Lastly, providing volunteers of the VBR with special designed VBR T-shirts will enhance the feeling of a common volunteer identity.

7.1.4 Financial management

A financially sustainable non-profit organization requires stable and reliable revenues in order to shield the organization from exogenous shocks and allow it to grow in time. Such an organization is protected from risk by equalizing earned income (Kringloopwinkel), donations from individuals and foundations (donations, monthly subscriptions and inheritance), government support (grants and subsidies) and donations from for-profit organizations (capital assets and discounts on services). To reach this state, targets should be set, evaluations and impact assessments should be performed and financial information on the VBR should be readily available to the relevant departments in order to strategically plan fundraising. The option of outsourcing specific fundraising projects should be considered for domains that require capacity and specialization beyond those of the VBR.

7.2 Advice

In order to tackle discrepancies between the described vision for the food bank and the current state of the VBR, recommendations were formulated. By implementing these recommendations, the VBR will reach the state described above. These recommendations are stated below and per subject they are ordered on increasing relevance and efforts that need to be made to implement the recommendation.

7.2.1. Overall objective of the VBR

1. Formulate a common vision for the future functioning of the organization (multi-annual plan and goal) to ensure everyone is on the same page and works towards the same goals. In this way, the organization can run more smoothly.
2. Formulate and write down a (multi-annual) financial strategy and set targets for the upcoming year(s) to ensure a sustainable and stable future. This entails the insurance of the main financial flows and donations of external parties.

7.2.2. Communication

1. In the DC, start every day with a plenary 10 minutes meeting to discuss what needs to be done for that day, what is coming in (donations), what is going out, new people could be introduced, etc. This information should be written on a whiteboard as well. This will create a more structured way of working, and a more pleasant working atmosphere. When volunteers are not there, make sure they will be updated as soon as they arrive.
2. Organize an open monthly budget report session. Moreover, diffuse the monthly financial report to relevant parties (fundraising, DC, board etc.) on a monthly basis. Engaging the donors more closely and providing them with the results of their donations will contribute to a higher sense of involvement.
3. Organize meetings open to all volunteers to discuss general visions. For instance, a general meeting combined with a lunch could be organized quarterly. All volunteers can join, and in this way they can informally meet, chat about their work, and discuss any suggestions they have

for improving the working practices. This will make sure that the volunteers feel more involved in the organization. Another suggestion is to organize an annual town hall meeting (ALV), where the plans of the organization for for the next year will be explained. This will contribute to a more goal-oriented spirit.

4. Develop a food donation strategy, combined with a communication plan between the DC and the Food- and Fundraising department. The food donation strategy entails a set of agreements on the requirements for food donations, such as minimum shelf life and maximum distance for transportation. This will help to converge the different opinions on food donations into one view, which will eliminate conflicts. Moreover, the communication plan describes what and in which way should be communicated between the DC and the Food- and Fundraising department.

7.2.3. Documentation

Develop a standard Word template for documentation.

1. Develop a standard reporting structure for proposals and completed projects: Introduction, Implementation, Evaluation (expected outcomes in case of proposals), Conclusion.
2. Share completed project reports in interdepartmental bulletins.
3. Monitor the reason why people are volunteering at the VBR. These motivations of the volunteers should be documented, so it provides a clear overview why people are volunteering at the VBR. In this way it can be evaluated whether the background of the volunteers contributes to the high turnover. Additionally, document on why people leave the organization.

7.2.4. Volunteer management

- Task division
    1. Verify that everyone working at the distribution centre reads and understands the provided DC handbook. This will lead to a more clear task division and therefore a more pleasurable working experience and increased efficiency.
    2. Make task descriptions (handbook) for every function in the office. In this book, all tasks will be described, so all volunteers know what to do and who to turn to for specific questions.
    3. Clarify and evaluate the decision structure and division of responsibilities and include this in the task descriptions. It will become more clear who is entitled to decide on what, and who can be held responsible for which actions.
- Binding of volunteers
    1. Be aware of the necessity of appreciation towards all volunteers. Both formally and informally, they should be acknowledged.
    2. Design and distribute t-shirts to the volunteers of the VBR in order to create and foster a common volunteer identity. Besides, it can permit a public recognition of their contribution in the VBR and this can empower the volunteers.
    3. Close the day together in the distribution centre and highlight accomplishments and express appreciation and gratitude towards the volunteers that are present (e.g. by providing non-monetary awards to volunteers who show up on time for a longer period).
    4. Appoint a volunteer as a counselor, so there is a safe place for volunteers to share their opinion, questions or complaints. Communicate the presence of the counselor to all volunteers. This will increase the commitment of volunteers.

5. Organize exit-interviews with volunteers that leave the organization about their motivations for leaving, e.g. via phone. This will create a clearer view on how the volunteer retention can be improved.
6. Organize social events centered around the theme of food banks. An idea is, for instance, to arrange a movie evening with a film about food banks and provide volunteers with information about the clients that pick up the food parcels.

Table 1 Overview of the advice depicted per category over time.

Time span →	3 Months Objective	6 Months Objective	9 Months Objective	12 Months Objective
Communication	Beginning of day meeting in DC Monthly budget report session	Quarterly gatherings	Develop a food donation strategy with DC and Food- and Fundraising department Improve interdepartmental communication	Formulate a common vision for the future functioning of the organization (multi-annual plan, goal) to ensure everyone is on the same page and works towards the same goals.
Documentation	Develop and start using standard Word template for reports	Develop standard reporting structure	Share completed projects in interdepartmental bulletins Monitor volunteer	
Volunteer Management Task Division	Task description handbook implemented	Clarify and evaluate implementation of handbook	Clarify and evaluate the decision structure and division of responsibilities and include this in the task descriptions	
Volunteer Management Binding of Volunteers	Appreciate volunteers every day T-shirt distribution	Closing of day gathering Volunteer counsellor is appointed	Organize exit interviews with departing volunteers Social events	

7.2.5. Financial measures

The financial measures stated below are not ranked and are not included in the time-organized table, because these are more general suggestions for increasing the financial stability of the organization independent from time. In addition to the financial management measures, recommendations for the future are presented below. These are possible markets for diversifying the sources of income of the VBR.

Financial management measures
1. Set goals and evaluate these in order to reach the established financial targets.
2. Evaluate previous projects on opportunity costs. This refers to the time spent in these projects.
3. Document donations and form a database of possible donors.
4. Diversify the sources of income, by exploring the possible markets listed below.

Financial management - future recommendations
1. Explore the inheritance and succession market as source of revenue.
2. Obtain financing from the Province of South Holland, either through standard financing or through the setup of Social Impact Bonds.
3. Devise a platform for donations from individuals: donate button on website, donate option on Facebook, set up a Rotterdam-based campaign to fidelize individual donors through monthly donations.
4. Establish agreements with multi-utility companies: goodwill actions (reduction or cancellation of energy, water and gas bill) in exchange for extensive visibility. In visibility actions explain that savings in operational costs will be spent on more and healthier food for clients (i.e. reduction of electricity bill of 5,000 Euros will be spent on 5,000 Euros of vegetables).
5. Setup projects for the donation of solar panels for the food bank in order to reduce both emissions and operational costs.

8. Limitations, further research and conclusion

This chapter provides an overview of the limitations that this project encountered, possibilities for further research and a general conclusion of the consultancy project.

8.1 Limitations

Although we performed this project as concise and all-embracing as possible, there are still some limitations to it. Due to limited available time, choices had to be made. To start with, by narrowing down the focus of the research, some areas have not been covered. We focused on processes that take place within the DC, but these are influenced by the supply from e.g. supermarkets and the Dutch Association of Food Banks, and the distribution of the food parcels and the bulk. Both processes have not been explored in this project. The (desirable) composition of the food parcels has also not been examined, although this is the product that the VBR delivers. When determining current communication structures and documentation and when recommending how to enhance these, the impact of IT systems has not been taken into account. Moreover, no direct contact has been made due to time limitation with other organizations in the Netherlands that are also both a distribution centre and a food bank, although this could have given us relevant information. Finally, a clear overview of the composition of the volunteer group is not present and has also not been made by us, although the composition will influence the implementation of the given recommendations.

With the interviews, observations and the focus group that we have done, we were only able to speak to a limited number of people. Most of them had a managing position, so some (enabling and disabling) factors for implementation of professionalization throughout the organization might not have been found. The research was triangulated methodological by doing both observations, literature reviews, interviews and organizing a focus group and investigator triangulation was ensured by performing and analyzing the interviews and the focus group with more than one consultant. Still, the validation of the data can be questioned because of biased interpretations. The observations of the volunteers in the DC were only done by one researcher, and therefore there has been more room for interpretation.

8.2 Further research

The limitations of this project point at possibilities for further research for the VBR. Firstly, the VBR can look into the composition of the volunteers that work at the VBR (e.g. how many volunteers receive an unemployment allowance for their volunteering). In this way, it can be assessed if there are other possibilities to improve the retention of volunteers (e.g. by only allowing a certain amount of volunteers that work to receive this unemployment allowance). Also, there is no clear view of the motivations of the volunteers working at the VBR. Further research is needed to analyze whether the motivations of volunteers are associated with the vulnerability of the food bank. An insight in the motivation of volunteers to volunteer at the VBR can contribute to the retention. Secondly, the VBR can look into how IT systems can add to possibilities for professionalization. Thirdly, the processes that take place before products enter the DC and after the food parcels leave the DC could be investigated, to establish a more holistic picture of the whole food bank situation. Lastly, the VBR can also gain insight into professionalization strategies of other organizations in the Netherlands that are also both a distribution centre and a food bank. The VBR can learn from the strategies these organizations implemented.

8.3 Conclusion

There are possibilities for the VBR to move towards more professional strategies of communication, documentation, volunteer management and financial management. Therefore, we advise the VBR to establish a common vision, which steers how volunteers act in both (documented) structural and exceptional cases that cannot be documented. Since the food bank is established by " people for the people", it needs to be taken into account not to lose sight of this aspect while implementing professionalization strategies. As implementation is a long-term process, more follow-up is needed to monitor this process.

9. References

Babchuk, N., & Booth, A. (1969). Voluntary association membership: A longitudinal analysis. *American Sociological Review, 34*(1), 31–45.

Barclay, D. W. (1991). Interdepartmental conflict in organizational buying: The impact of the organizational context. *Journal of Marketing Research*, 145-159.

Bekkers, R., & de Wit, A. (2014). *Participation in volunteering: What helps and hinders. A deliverable of the project: "Impact of the third sector as Social Innovation" (ITSSOIN)*, European Commission – 7th Framework Programme, Brussels: European Commission, DG Research.

Betz, M., & Judkins, B. (1975). The impact of voluntary association characteristics on selective attraction and socialization. Sociological Quarterly, 16(2), 228–240.

Biazzo, S. (2002). Process mapping techniques and organisational analysis: Lessons from sociotechnical system theory. *Business Process Management Journal*, *8*(1), 42-52.

Brudney, J. L., & Hager, M. A. (2004). *Volunteer management practices and retention of volunteers*. Washington, DC: The Urban Institute.
Cable, D. M., & Parsons, C. K. (2001). Socialization tactics and person-organization fit. *Personnel Psychology*, *54*(1), 1-23.
Carroll, D. A., & Stater, K. J. (2008). Revenue diversification in nonprofit organizations: Does it lead to financial stability?. *Journal of public administration research and theory, 19(*4), 947-966.

Cumming, G. D. (2008). French NGOs in the global era: Professionalization "without borders"?. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *19*(4), 372-394.

Cuskelly, G., Taylor, T., Hoye, R., & Darcy, S. (2006). Volunteer management practices and volunteer retention: A human resource management approach. *Sport Management Review*, *9*(2), 141-163.
Damelio, R. (2016). *The basics of process mapping*. Florida: Productivity Press.

Finkelstein, M. A., Penner, L. A., & Brannick, M. T. (2005). Motive, role identity, and prosocial personality as predictors of volunteer activity. *Social Behavior and Personality: An International Journal, 33*(4), 403–418.

Ganesh, S. & McAllum, K. (2012). Volunteers and Professionalization: Trends in Tension? *Management and Communication Quarterly, 26*(1) 152-158.

Garner, J. T., & Garner, L. T. (2011). Volunteering an opinion: Organizational voice and volunteer retention in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, *40*(5), 813-828.
Gemeente Rotterdam (n.d.). Tegenprestatie. Retrieved on 22/05/2018, from https://www.rotterdam.nl/werken-leren/tegenprestatie

Greenlee, J. S., & Trussel, J. M. (2000). Predicting the financial vulnerability of charitable organizations. *Nonprofit management and leadership, 11*(2), 199-210.

Grønbjerg, K. A. (1993). *Understanding nonprofit funding: Managing revenues in social services and community development organizations*. San Francisco: Jossey-Bass Inc Pub

Grossman, J. B., & Furano, K. (1999). Making the most of volunteers. *Law and Contemporary problems*, *62*(4), 199-218.

Hager, M. A., & Brudney, J. L. (2004). *Volunteer management: Practices and retention of volunteers*. Washington, DC: The Urban Institute.

Hankin, J. A., Seidner, A., & Zietlow, J. (1998). *Financial management for nonprofit organizations* (Vol. 109). John Wiley & Sons.

Haski-Leventhal, D., & Bargal, D. (2008). *The volunteer stages and transitions model: Organizational socialization of volunteers*. Human relations, 61(1), 67-102.

Hennink, M., Hutter, I., & Bailey, A. (2010). *Qualitative research methods*. Sage.

Hennink, M. M. (2013). *Focus group discussions*. Oxford University Press.

Horch, H. (1994). On the socio-economics of voluntary organizations. *Voluntas (5);* 219–230.

Jordan, T. (2009). V*olunteer entry into hospital culture: Relationships among socialization, p-o fit, organizational commitment, and job satisfaction*. Ph.D. Thesis. University of Louisville, Kentucky. Retrieved from Proquest (3370033).

Karr, L. B. (2001). *Association and organization: An examination of issues relating to cooperation in the context of a national volunteer-run membership organization*. Ph.D. Thesis. University of South Carolina, South Carolina. Retrieved from Proquest (3020952).

Kaufman, R., Mirsky, J., & Avgar, A. (2004). A brigade model for the management of service volunteers: Lessons from the former Soviet Union. *International Journal of Nonprofit and Voluntary Sector Marketing, 9*(1), 57–68.

Kreutzer, K., & Jager, U. (2011). Volunteering versus managerialism: Conflict over organizational identity in voluntary associations. *Nonprofit and Voluntary Sector Quarterly, 40*(4), 634–661.

Kulik, L. (2007). Explaining responses to volunteering: An ecological model. *Nonprofit and Voluntary Sector Quarterly, 36*(2), 239–255.

Lois, J. (1999). Socialization to heroism: Individualism and collectivism in a voluntary search and rescue group. *Social Psychology Quarterly, 62*(2), 117–135.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, *61*(1), 20-52.

Millette, V., & Gagné, M. (2008). Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement. *Motivation and Emotion*, *32*(1), 11-22.

Mitchell, M. A., & Taylor, S. (2004). Internal marketing: Key to successful volunteer programs. *Nonprofit World*, *22*(1), 25-26.

Musick, M. A., & Wilson, J. (2003). Volunteering and depression: The role of psychological and social resources in different age groups. *Social Science and Medicine, 56*(2), 259–269.

O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology*, *71*(3), 492.

Peursen & Voermans (n.d.). *Samenvatting process gesprekken*.

Salamon, L. M. (2012). *The State of Nonprofit America*. Brookings Institution Press. Washington DC.

Smith, C. G. (1966). A comparative analysis of some conditions and consequences of intra-organizational conflict. *Administrative Science Quarterly*, 504-529.

Thomas, K. W., Walton, R. E., & Dutton, J. M. (1972). *Interorganizational Decision Making*. Routledge.

Trussel, J. M. (2002). Revisiting the prediction of financial vulnerability. *Nonprofit Management and Leadership, 13*(1), 17-31.

UPS Foundation (1998) *Managing Volunteers: A Report from United Parcel Service.* Retrieved on 18/06/2018, from http://www.community.ups.com

Van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. Retrieved on 18/06/2018, from *https://dspace.mit.edu/bitstream/handle/1721.1/1934/ ?sequence=1*

Voedselbank Rotterdam (2018). Geen goed doel zonder goede mensen. Retrieved on 14/6/2018, from https://www.ad.nl/home/geen-goed-doel-zonder-goede-mensen~a9770139/

Volunteer Canada. (2001). A matter of design: Job design theory and application to the voluntary sector. Retrieved on 19/06/2018, from http://www.volunteer.ca/vdemo/EngagingVolunteers_DOCS/A_Matter_of_Design_Job_Description_ Theory_and_Application.pdf

Volunteer Canada. (2016). Volunteer Management Handbook: A Resource for Service-Providing Organizations Assisting Newcomers to Canada. Retrieved on 19/06/2018, from http://www.volunteer.ca/vdemo/EngagingVolunteers_DOCS/VMH_Eng_2016_Print.pdf

Waikayi, L., Fearon, C., Morris, L., & McLaughlin, H. (2012). Volunteer management: an exploratory case study within the British Red Cross. *Management Decision*, *50*(3), 349-367.

Walton, R. E., & Dutton, J. M. (1969). The management of interdepartmental conflict: A model and review. *Administrative science quarterly*, 73-84.

Young, D. R., Jung, T., & Aranson, R. (2010). Mission—market tensions and nonprofit pricing. *The American Review of Public Administration, 40*(2), 153-169.

Appendices

Appendix 1: Definition professionalization

Definition

The term *professionalization* is used in varying ways by different scholars. Some associate it with paid work replacing volunteer work (Horch 1994, p. 223); others relate it to *"education, training and other activities that transform a worker into a professional."* (National Research Council 2013, p.15). What stands out is that it is a complex concept to describe, because it is not used consequently in research and in different fields. Additionally, the intangible nature of some elements makes it hard to operationalize them (Stewart, 2015).

In the current paper, professionalization is defined as *''the application of managerial practices and structures adopted from the commercial sphere''* (Haddad 2002, p. 51). Main features of professionalization are policies, procedures, norms, standards, attitudes, and organizational and management strategies (Stewart, 2015; Hwang & Powell, 2009). Hence, professional NPOs are mimicking public and profit actors by using, for instance, a strategic plan plus policies and procedures that guide daily operations (Stewart, 2015).

Why professionaization?

Professionalizing a volunteer organization helps to establish and standardize roles, as well as the associated knowledge, skills and abilities (National Research Council, 2013). This would be useful for the VBR, since it has shown to have an ambiguous distribution of tasks. In the same vein, professionalization can help to implement sound, repeatable processes. This helps to deliver consistent outcomes in an effective way (National Research Council, 2013). For the VBR, this is very valuable, since it only has limited resources in terms of products, funds and workforce. Implementing repeatable processes will help to efficiently use these inputs, which will help sustain the organization in the long run.

In addition, professionalization could contribute to establishing a shared set of values, culture and mindset in an organization. These commonalities help people to work together in an effective way, which is particularly useful across different functions in an organization (National Research Council, 2013). Communication and collaboration across the different departments has proven to be difficult in the VBR, so progress can be made in this field.

Finally, more and more institutional pressures are put on the VBR. The organization has to comply to, for instance, food safety regulations as set by the Nederlandse Voedsel- en Waren Authoriteit (NVWA). To be able to adhere to these legal prescriptions, a level of professionalization is crucial (National Research Council, 2013).

Appendix 2: Organigram of the Voedselbank Rotterdam

Figure 4: Organigram of the Voedselbank Rotterdam

Appendix 3: Summarized interviews with the volunteers in the distribution centre

Office 65

"Function"	Head Voedsel- en Fondsenwerving (food and fund raising)
Background	Is company lawyer. Studied company law and has a master in business administration. She fulfilled commercial functions in the past.
"Main" colleagues	Colleagues of department, director
Tasks/process	- Is in contact with companies for food and financial donations. - Arranges actions with supermarkets. - Is also deputy chair of the food bank. - Responsible for thrift shop.
Good aspects of the FB	- Raising funds goes well. There are diverse projects at the moment. Supermarkets are very willing to participate, but it's hard to find volunteers. - Contact within the department goes well. - The supply of food is sufficient. - FB has a good name. Companies contact them; not a big need to actively look for donors themselves. Companies trust the FB too, they never really ask what has been done with the provided resources.
Problems/frustrations	1. The DC is too big and too complex. Communication is a big problem. There's one main contact person, but that often doesn't function well, so sometimes she contacts someone working at the belt immediately. What goes wrong at the DC is vague. It's clear who the managers are, but there's chaos. 2. The DC sometimes wants to cancel a food donation, because there is no driver or car available, no space in the fridge/freezer, etc. Sometimes meat is being cancelled; a few days later there's a lack of meat, etc. 3. Big companies like Unilever, P&G and HAK optimized their production processes, which leads to less rest-flows. Hence, they donate less products. Therefore, the big flows of products (large amounts of one product) have been diminished. The problem is not so much a lack of food, since there are still enough other, smaller-scale suppliers, but the products that are provided now usually come in smaller amounts. Hence, sorting and organizing the supply takes much more time and effort now. 4. No one has a description of his/her function. So everyone makes up their own function, which leads to chaos. 5. The organization is very organic and flexible: people often leave whenever they have found a job. So the workforce is quite unpredictable, and you have to be very flexible.

	6. There are "kingdoms": people working in the DC are also often clients of the FB. Therefore, they look in a different way to the food that comes in, and sometimes "claim" it. 7. If the DC can't handle the food products, and it is thrown away, the FB has to pay the costs of destruction. 8. Companies want to donate food, but they don't want the hassle. So there's not really time for evaluation.

Suggested improvements	● Try to arrange more volunteers, e.g. for actions with supermarkets. Per day, this already leads to 60-70 crates per day, and a few hundred euros. For supermarkets it's no problem, since it only leads to more profit for them.
	    ○ Main groups of potential volunteers: stay-at-home moms, pensioners, students. Experience with students is somewhat negative: they sign up easily, but also often cancel last minute.
	● A task description would be very useful.
	● Aim for a simple solution to align flows, which will lead to a better endresult.
	    ○ They've already tried to provide trainings, but because of the diverse backgrounds and the notion that people aren't always staying that long (amongst other things), it didn't have much effect.

"Function"	Chair of the food bank Rotterdam
Background	Food technology, has worked as consultant
"Main" colleagues	Board members, financial donors
Tasks/process	● contact with externals; Rabobank, Unilever etc ● coordination of people in the departments and DC ● head of HR (temporary)
Good aspects of the FB	● There are enough volunteers. However, they're not always the "right ones". ● The supply of food is sufficient, especially in terms of meat and bread. ● Finding funds to cover "special projects", such as new vans, is relatively easy. ● The thrift shop functions well as a source of income.
Problems/frustrations	● The scale of the food bank poses challenges. Managing 400 people working at two locations is complex. Hence, in terms of scale, the organization resembles a true business. However, it's run by volunteers only, so it's hard to find examples in other organizations, since the Rotterdam food bank is unique in those aspects. ● Volunteers often don't stay very long at the food bank. Some people leave within a month, others are staying for years. But that poses problems for continuity, and makes the workforce unreliable.

	● Supply of food has changed: portion coming from larger companies has been reduced, so most food is coming from smaller organizations. This poses an organizational problem: empty crates have to be taken there, the food has to be sorted, etc. So the collection and sorting of food has become more complex. ● It's hard to find the right volunteers, i.e. people with the right competences to become a middle-manager, for instance. ● Even though the supply of food is sufficient, it is not always the right composition, so it's hard to create a balanced parcel. ● The supply of food is unpredictable. The content of the supplied food differs. ● Covering the operational costs is a challenge. ● Not all volunteers have the same level of competences. Therefore, it is e.g. hard to provide them with trainings. ● The offers of suppliers sometimes have to be cancelled. This leads to shortages. ● Food sometimes have to be thrown away. This is costly, especially for fluid products. ● Tension between HR and DC
Suggested improvements	● Make distribution of specific tasks clear ● Middle managers are needed to control the local supply (sorteerploegen & voedselplanners)

"Function"	HR manager
Background	She started working here because her previous employer started a reorganization and she lost her job. Voluntary work provides her with a work rhythm. She works here 3 days per week. She is looking for a paid job.
"Main" colleagues	HR department
Tasks/process	● Coordination in- and outflow of personnel of various departments ● Setting up a personnel registration system for the DC ● Answering the phone (about for example traveling costs, volunteer contract, internships)
Good aspects of the FB	● Extremely useful: combats food waste, provides help to people who need it & provides a way to contribute to society when unemployed ● She likes voluntary work: it gave her insight in what she is capable of ● There are possibilities to learn new things if you want: BHV, leadership course (via CVD)
Problems/frustrations	● Distance between 65 and DC; not everything is communicated with each other

	● No continuity of volunteers in DC (for example floor managers) ● Volunteers come and go whenever they want. This is not communicated to her
Suggested improvements	● Decrease distance between 65 and DC ● Better communication between 65 and DC

"Function"	Head of client administration
Background	Hogere economie administratie onderwijs, worked in lot of different sections. HR and secretary. 48 years old, kids, stopped with her job because of depression and burnout complains. Started in the food bank 8 years ago, because of flexibility and making own decisions. Motivation: come from her 'seat' and wanted to do something for society, distribute goods from the people who have enough to the people who have less. It is also satisfying and utility.
"Main" colleagues	Work in the office with 8 people, who come min. 2 days a week. Approved on their qualities, per function. Communication between the team is good, a whiteboard functions a tasks division, that is decided in meetings. Karien has a lot of overview and structure.
Tasks/process	● head of client administration; control the team, keeping an overview, also doing tasks of her colleagues; testing the people who apply, process it, and assign boxes of food. ● part of direction; keeping overview on the organization, connection between the different departments, communication.
Communication in organization	● good communication within her own team ● hole between the old and new generation of people in the fb. Both have different views and goals of the food bank which creates a clash as they are not communication and willing to come together → no overarching spirit ● direction meeting, people agreeing on people but do not act according it → aim for structural management
Problems/frustrations	● the attention shifted from the target group to the suppliers, who are causing the problems in first place. The importance has to be on the people who live in poverty instead of the rest flows that are caused by the big companies. Frustration is that within the food bank, people want to commercialize the organization. ● lack of task description; the volunteers come and go, it is important to have more stability and continuity in the organization. ● communication between the different departments, evaluation of people, how they function etc.
Binding of volunteers	● Rewarding or compensation system with food parcels at

	end of shift
	● Different goals that bind volunteers to the organization. Different motivation for people who come and work at the food bank. The old generation and the new generation who work at the food bank clash; the old are working at the fb for a togetherness feeling, we doing this together mentality. The new ones are for a professionalization of the fb, with a presence board, commercial goals iso the target audience.

DC

"Function"	Head BHV
Background	Used to work in the office as head of HR, but changed to the DC to find out the main problems of the food bank. Before the foodbank, he worked at the HR of different companies, he quit this job some years ago and is now doing volunteer work for 2 years.
"Main" colleagues	People of the office and DC

Tasks/process	- Head BHV
	   - create evacuation plan
	- Floormanager
	   - Investigate the main problems of the food bank
	- Member management board
	   - Communicate between the office and DC
	- Confidential adviser

Good aspects of the FB	The amount of volunteers that want to help the food bank.
Problems/frustrations	1) Everybody is filling in their own tasks, there is no oversight in who is doing what. This makes the food bank vulnerable: if someone drops out, it has to be clear what should be done. 2) Communication between the different people within the DC, who is taking the lead and who is doing what is not communicated well. Also the communication between the 65 and DC is not right. A lot of misunderstandings between the managers of the DC and the head of the Food- and Fundraising department who is arranging the food supplies. 3) The binding of volunteers. volunteers come and go, they are not always stable which causes some major gaps in days. This also makes the organization unstable and vulnerable. Especially on days when volunteers get their payment of the government, they stay at home, and 900 parcels have to be filled with 5 people. 4) Distance between 65 and DC leads to difficulties in communication.
Suggested improvements	● Process descriptions of the managers, floor managers, administrative employee, bulk, stock, (hef)trucks and logistics. These processes need to stabilize the

organization and make it less vulnerable to drop out of volunteers. These descriptions help to create an overview the different tasks that someone is supposed to do, and creates an overview of who is doing what. If all tasks are clear, the organization is becoming more sufficient and conflict can be reduced. Also, it reduces the vulnerability of the organization.

- Binding of the volunteers to the organization. Create a feeling of community or think of new ways appreciating the volunteers. In this way, volunteers will show up on a more regular basis and this will increase the continuity of the fb
- Communication?

"Function"	Administrative employee, Monday - Friday
Background	Has been working at DC for 4 years. She started as a cleaner. She wants to find a paid job.
"Main" colleagues	Administrative employee, head bulk, manager DC, chauffeurs

Tasks/process	1. Communicate with Manager DC about which goods will arrive each day
	2. Create transport receipt (bon)
	  - For picking up new goods
	  - For delivering parcels to pick-up points
	  - For delivering pallets with goods to other destinations (bulk)
	    - Include name truckdriver, destination, number of goods, pallet number, mileage before leaving, weight and number and types of crates and/or pallets
	    - Prepare this receipt the day before transport of pallets
	    - Make sure transport receipt is signed in Hajo by truck driver before leaving
	    - Enter mileage into Hajo when truck driver gets back to DC
	3. Pick-up of goods by client
	  - Enter number and type of products & pallets into Hajo
	  - Make sure client signs packing list of the goods in Hajo
	4. Intake of goods
	  - Weigh goods
	  - Enter into system (Hajo)
	    - Best before date goods (THT)
	    - Weight of goods
	    - Type of goods
	    - Packaging of goods (boxes, crates, trays)
	    - Type of pallet
	  - Create receipt (bon) for on pallets & place on pallet
	  - Create packing list (paklijst) in Hajo
	5. Create reservation receipts (reserveringsbon) for on pallets that should be nationally distributed

	6. Intake returned empty crates, boxes & trays
	   - Enter number and type of crates into system (Hajo)
	   - Add where the crates come from
	7. Measure temperature of cold storage and freezer in jars with water
	   - Enter temperature into system (Hajo)
	8. Enter cleaning cleaning rapport into Hajo (every Friday)
	9. Answer the phone
	10. Fill in list when pallets are moved to another destination within the DC

Good aspects of the FB	1. She likes to be busy and feels that being responsible for the administration suits her personality. 2. She likes the social aspect that comes with the food bank. 3. She sees the distribution centre as a normal business, where she executes important tasks. 4. Communication between her and the office on 65 goes well.
Problems/frustrations	1. It is not clear who is responsible for which tasks. Therefore, it is expected from her that she takes on more tasks than the ones she feels like she is responsible for. 2. Communication with some volunteers working in the DC is difficult. Sometimes it is not clear what goods are transported, and she cannot change this in the system. 3. You cannot assume that people will show up, as it is voluntary work. Sometimes people come for a few weeks and then never again. 4. It is difficult to find new volunteers that can work on the days that are busiest. 5. Sometimes the office on 65 does not communicate all the information it has
Suggested improvements	1. Make clear who is responsible for which tasks. 2. Improve communication within the DC. 3. Ask new volunteers if they are able to work on the busiest days

"Function"	Manager supply food and logistics "aanbod voedsel en logistiek" distribution centre, present 5 days a week
Background	Worked at a shipping company
"Main" colleagues	Head Food- and Fundraising, manager DC, administrative employee, (heftruck) drivers.

Tasks/process	● Coordinates supply of foods (via email)
	   ○ First checks: shelf life, if products need to be cooled or not, storage capacity in DC, capacity of truck(how many space for pallets), availability of truck drivers and co-driver, pre-cool truck if fresh products.
	   ○ Secondly: determines on the aspects above to

	accept or decline the food. If too much food is offered, make call with other food banks/DCs to see whether it can be transported to them.
	● Coordinates distribution of foods
	   ○ Determining how much and which pallets have to be transported to other food banks (Utrecht and Zuid-Holland).
	
	● Coordinate volunteers in DC
	   ○ Tells the heftruck drivers which pallet to put where in the DC and which pallets have the priority to be transported or put into packages.
	● Coordinate truck drivers (together with other manager DC)
	   ○ Make planning for the rides each day
	      ■ Which truck driver does which ride.
	   ○ Informs truck drivers which ride they are on
	● Manages crates
	   ○ Calculates empty crates that need to be returned to supplier
	   ○ Determines which crates go with which ride back to the supplier

Good aspects of the FB	1. Performs his tasks well. 2. Has a good overview of what food is coming in and is going out. Furthermore, good insight in how much food he can accept from the suppliers.
Problems/frustrations	1. Frustration with Head Food- and Fundraising, because she books too much food (especially from the "Jumbo"). a. No mutual understanding of their vision. So communication problem. 2. DC sometimes receives products with a short expiration date. 3. DC is vulnerable. Key persons (I assume the managers of the DC) are often present, but what happens if they're no longer there? There is no handbook or anything similar. 4. The amount of volunteers working in the distribution centre is not constant. 5. There's a lack of time to arrange things like creating a handbook. Therefore, volunteers do not sufficiently know what their tasks are.
Suggested improvements	The managers of the mentioned there needs to be an instruction list for the chauffeurs. This list should consist of a packing list, instructions regarding shelf life, maximum weight of pallets. The manager of the DC also suggested internal regulations with task descriptions for all volunteers and sanctions if they do not follow the volunteer contract

"Function"	Manager DC
Background	Has had his own transport company, and had a background in IT.

	Has been working at the FB for 11 years already.
"Main" colleagues	Manager DC, Head Food- and Fundraising, Heftruck driver, Administrative employee
Tasks/process	- Arrange transport: plan trucks. - Arrange cool boxes. - Accept and refuse food coming in. - Coordinate bulk. - Coordinate belt. - Solve difficulties: some people can't really get along. Try to make sure everyone can work. - Food safety. - measure temperature of incoming goods - check best before dates - Financial aspects. - Tasks related to facilities. - Technical services - cleaning - repairing
Good aspects of the FB	- The volunteers in the DC work really hard. They don't always show up, but if they're there, they work really hard. - Supply of food is sufficient. - Atmosphere is quite good. - The financial situation.
Problems/frustrations	- The atmosphere has changed. In the past (11 years ago), it was all about helping people and doing that together. Sjaak and Clara, the founders of the FB, weren't really good in handling the administrative part, but were really social people. The managers now are somewhat cold people. Hence, the financial situation has become better, but the atmosphere became more business-like. There's also a different mentality between the managers (board) and the volunteers in the DC. - There's too much food for the parcels. The parcels are already maximally packed. - Communication with the board, and specifically Head Food- and Fundraising, is insufficient. He's the feeling that he's not being heard. E.g. with the purchase of new vans. - They manage from a distance. - They're stubborn. - Are higher on the social ladder and therefore know it better. - There's often confusion about who's responsible for what, which leads to conflicts. - People don't get the appreciation they deserve. - A reasonable amount of food is being thrown away. This, amongst others, has to do with the different days of creating the food parcels. - It regularly happens that people don't show up. E.g. when

	care allowance (zorgtoeslag) has been transferred. But also because economy is improving. ● Not everyone has the right licenses, e.g. BE license for driving a truck. ● Not everything is being administered in the computer system properly. ● Some people are stuck in the old way of working (e.g. Willem doesn't want to work with the computer system). ● Some people receive a preferential treatment ⇒ "nepotism" (vriendjespolitiek). ● Recently, the FB has changed its schedule, and started to create the parcels on different days. Therefore, people were asked to work on different days. However, that's not really easy, because of other obligations.
Suggested improvements	● Everyone should get a task. And clearly demarcate the tasks. ● Communication with the managers should be better. People like Quirien and Head Food- and Fundraising should listen to the volunteers in the DC when taking decisions. ● Appointments with suppliers should be made. E.g. fixed appointments about when to deliver food.

"Function"	Head of the "bulk", works 2-3 times a week (Wed/Thur), physically heavy work.
Background	Used to work in the office (65), but moved to the DC due to a conflict.
"Main" colleagues	Bulk team
Tasks/process	- Coordinate the bulk; make the pallets on Tuesday and Wednesday with her team for the small food banks. - Organize the bulk; put all the pallets in the right place, preparing new pallets according to the packing list, giving the pallets to the drivers. clearing the room in front of the bulk, sorting the crates in the back. - Communicate with manager , heftruck driver, the drivers who come pick up their pallet, and administrative employee (what goes in and out the bulk).
Good aspects of the FB	The head of the bulk likes the working atmosphere, she has a lot of energy which she can use in the DC. The people she is working with are nice. Another good aspect is the food parcels that she can take home, she has a simple life, not a lot of money, what she enjoys.
Problems/frustrations	1) One of the main problems for the head of the bulk are certain people who are working in the DC. He is the heftruck driver and needs to transfer all the pallets from the trucks into the buck or stock. As they are not communicating, they are constantly in each others ways.

	This shows down the processes, creates irritation on both sides and rises negative energy. 2) Communication with the department. She mistrusts the organization in the office as they accessed her of having stolen something. She is also not always degreeing with the director his strategies; 'people are never thefts if they take food home, but this is not allowed according to the director.
Suggested improvements	- clear task division of who is doing what - communication between the different volunteers on the different days - a collective lunch space, with the DC and departments together

"Function"	Floor Manager
Background	
"Main" colleagues	Managers DC
Tasks/process	● Decides which products will be used for the food parcels. ● Picks up pallets with food and drops them near the belt. ● Picks up pallets with cool boxes and drops them near the belt.
Good aspects of the FB	-
Problems/frustrations	-
Suggested improvements	-

"Function"	Head cleaning, maintenance and kitchen services. Has been working at the FB since ~10 years already.
Background	Has fulfilled technical jobs in the past.
"Main" colleagues	Employees working in the kitchen, cleaning and maintenance teams.

Tasks/process	● Coordinates cleaning:
	  ○ distributes tasks;
	  ○ checks;
	  ○ organizes pick-up of trash;
	  ○ orders new supplies.
	● Coordinates kitchen:
	  ○ coordinates the preparation of the lunch;
	  ○ enables fair distribution of food;
	● Coordinates maintenance:
	  ○ finds out what needs to be done;
	  ○ distributes tasks;
	  ○ checks;
	  ○ orders new supplies.

	● "Casual" manager/supervisor:
	    ○ makes sure that nothing is being stolen;
	    ○ spokesperson for variety of issues.

Good aspects of the FB	● Working atmosphere is, by and large, good. ● Work is being done well.
Problems/frustrations	● The volunteers working in the DC have to be coordinated. They need to be told what to do and be checked, because they do not always listen. ● Most volunteers working at the DC work there because otherwise they will not receive financial support from the government. That creates a different working atmosphere than whenever they would be intrinsically motivated. ● Most volunteers act in their own interest. ● Distribution of tasks is a bit unclear. ● Not everyone reports it whenever they have destroyed something.
Suggested improvements	-

Appendix 4: Summarized interviews for the current financial management

Working experience

Everyone in the interviews mentioned that working at the foodbank is a very pleasurable experience, and also interesting because everything is organized by volunteers. Additionally, the interviews highlighted the fact that, being volunteer-driven, the VBR is both a slow-paced organization, given the part-time nature of the job, and a fast changing environment due to the high turnover of volunteers and the type of work. As all members of the VBR are volunteers, standard financial or career development incentives are not present, nor are they desirable. Motivation and commitment are hence both the main drivers and potential pitfalls of the VBR as a volunteer organization. As all volunteers are accepted, capacity is also highly variable.
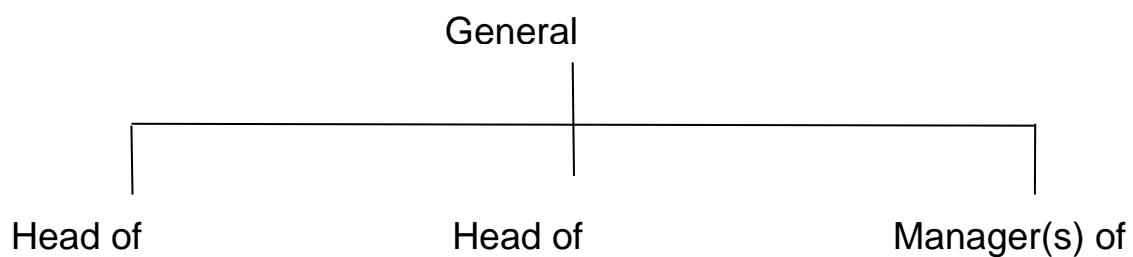
Communication

Figure 5: Communication structure VBR

This consult is focussed on the four main departments of the office (65) and the DC. The office is organized with an overhead general manager together with three departments: Clients, Funding and Distribution. These 4 representatives meet once a week in a formal set up to discuss the essential things. Next to this weekly meeting, there is open, friendly and informal communication throughout the week whenever needed. Furthemore, the general manager is open for communication throughout the week, and people feel free to discuss things with him.

As these weekly meetings only include the heads of the departments, this potentially leads to a shortage of information transfer to the people working within a certain department. Also there are departments that are not represented at those meetings. Additionally structural formal communication between the departments is missing, for example a monthly update regarding the finance to the fundraising department. This could smoothen certain processes within the funding department. A structural platform is missed to communicate within the organization prospects, problems and projects. Furthermore, there might be a lack of efficient communication between the board and the distribution centre, both situated in different buildings. add: Because everybody works voluntary, there are no financial or career prospective arguments that can motivate the staff. Therefore, communication is essential especially when trying to change something: it has to be very clear why things are changed. It is suggested that due to a lack of communication from the board to the people in the distribution centre (DC), it is unclear what to do within the DC causing a slowly changing organization. In general: communication is difficult because everyone works part-time and voluntary and the turnover of volunteers within the organization is high.

Turnover & stability

Within the food bank there is a high turnover of volunteers. Most of the management positions have been there relatively long (8 and 1,5 years), but many other positions are less stable. The foodbank has

to work with everyone who is willing to spend his/her time there. In combination with scarce documentation, the high turnover leads to a loss of information and a slow moving organization towards a sustainable future. There is no time to settle with the new ideas and every board tries to rearrange the organization and doesn't keep the inheritance of the organization in mind. This influences the commitment of the volunteers.

Role/tasks division

Terms of references or task description are currently absent. Tasks are undertaken according to personal preferences or taste, regardless of what could actually be needed by the division of assignment. While freedom of action is perceived as empowering, the risk is that routine but necessary tasks may be altogether avoided within a division.

Documenting

Documentation of actions, past or planned, is currently insufficient to ensure continuity in the work of the organization. Information is mostly transmitted orally in formal or informal interactions between volunteers. While this may not be a problem from a short-term perspective, in the long-term, coupled with the turnover of volunteers, relevant information is lost. Even when present, documentation is not shared among divisions thus creating information asymmetries between relevant volunteers and divisions. Progress has been made by redacting monthly financial reports, although reports are not shared among relevant volunteers. Donor lists, if present, are not readily available to fundraisers.

Limitations

Limitations that could hamper the financial management of the VBR can be the fact that nothing is written down, which will lead to loss of information. There are no task descriptions which on the one hand gives freedom to people to work on whatever they like, but on the other hand it may leave certain valuable tasks undone since no one feels responsible to do them. Also it is mentioned that new initiatives might not be implemented because of the nature of the organization it takes a lot of time before changes will be implemented.

Financial strategy

An annual or multiannual financial framework is currently not present. While a number of financial objectives are now shaping the internal policy of upper-management, such as securing long-term financial support from private enterprises in order to cover operational costs and to cover the distribution costs so the separate food banks don't have to contribute, these are currently not operationalized in explicit financial targets. Cutting costs is currently not a priority, as their operational costs are stable and fixed in time. All cost items comprising total operational costs are proportional to their function.

A primary concern of upper-management is the balancing of a commercially oriented financial strategy and goal-oriented targets with the internal culture and human resource capacity of the VBR.

Fundraising

The VBR has a separate funding department, which includes both the funding of food as well as the funding of money. It consists of 10 people, where two people do the general fundraising and next to that all members work on separate projects. The funding for the VBR however is overwhelmed by the professional companies.

Donors companies

The foodbank has a very well known good name and very often companies come to the foodbank themselves to donate. Also when a funding proposal is written for specific projects e.g. new trucks,

there are a number of donors that will be likely to fund this. Every donor requires their own set of specifications. The incentives to donate can be to improve their corporate responsibility image or to simply do good. Some companies want some publicity in return, for example in the form of stickers on a truck. Relations with donors are established and maintained by giving presentations, emailing, calling and visits. Reporting results of previous projects helps to obtain funding by companies as they know that their donations are properly used and don't go to waste. A list of previous donors could be used to direct new proposals, currently this is not well documented. For example Stichting Keigoed, structurally donates money to the food bank (around 8.000 - 10.000 per month).

Private donors
There should be more investigation on the potential of using private donors to create a sustainable structurale income for the VBR, since it is known that private donors are very loyal. Two possible options have been suggested already; a donate button on the VBR webpage, and explorance of the legacy market.

Current projects
Several projects are being undertaken, all serving different goals. In order to deal with the distribution flows, a project has been set up to shift from a weekly distribution to 4 days a week. This project involves both the DC and the office and has been going on for two years now. To gather more food, there is a Banking for Food action, where the Rabobank promotes their contacts to gather food for the food bank Rotterdam. In an attempt to reach secure financial support, the fundraising department is reaching out to the provincial government. Additionally, a bike fixing program might provide a stable source of income, where the ANWB gives the foodbank around 13 bikes a week that will be fixed and can be sold for a lot of money.

Stakeholders
The VBR has a lot of external parties when it comes to finances. These are all the donors, private and commercial. But also the VBR is part of the Voedselbank Nederland, to which they can turn when they need information. However this could also be a limiting factor since the Dutch association of Food Banks might not be open for outsourcing of fund raising.

Opportunities
The board of the VNR has thought of opportunities for improving the financial management/ or the financial state of the VBR. One of these is the explorance of the inheritance market, which is something other NPOs are already doing. Another option that is mentioned is involving governmental parties such the province Zuid Holland. It is known that other provincial governments cover some expenses for other food banks in the Netherlands. These opportunities should really be looked at since this could bring structural donors which would help to cover the operational costs. A suggestion was made that an increase in money should also be invested into the volunteers, to improve for example their work environment.

Appendix 5: Involved actors at the distribution centre

In terms of involved actors, a distinction can be made between internal and external parties. Internal parties include the financial, IT and HR departments situated in the office at "65", as well as the volunteers working in the distribution centre. Among the volunteers working in the distribution centre, the following functions can be distinguished:

- Two DC managers;
- One administrative employee;
- One bulk planner;
- One floor manager;
- Two assistant floor managers;
- One head of the maintenance, cleaning and kitchen team;
- Several truck drivers;
- Several forklift truck-drivers;
- Several people working at the belt, in the kitchen, in the maintenance team or in the cleaning team.

External parties consist of the clients (i.e. the people who receive a food parcel), the food and funds suppliers, and the Dutch Association of Food Banks.

Appendix 6: Processes in the distribution centre

Supply of food

Food donations are arranged in the office at 65 by the food and fundraising department, in combination with the managers of the DC. Food donations consist of donations of big companies like P&G, Unilever, HAK and Bakker Barendrecht and smaller suppliers like Stichting Mama. In the last years, a new trend has evolved concerning the food supply. This trend is a decrease in supply of these big companies, and an increase in products supplied by local suppliers. This makes the supply of canned and dry foods less and therefore the food bank has to count on the unstable small flows local suppliers. When organizations would like to donate food, arrangements are made by Head Food- and Fundraising, and communicated to the head of the DC via email or telephone. The head of the DC then determines which goods are accepted and rejected. Food is accepted when the THT (date) needs to be valid for at least five days, otherwise it will not make the parcels, when this is not the case food is rejected. Additionally, there are also fixed supplies arranged by the Dutch Society of Food Banks, who donates goods at fixed points in time. These arrangements are directly communicated to the head of the DC, or sometimes via the General Manager of Food Bank Rotterdam. When necessary, transport for picking up the goods is arranged once the donation is accepted.

Logistics

The logistical processes related to the distribution centre consist of picking up food donations, as well as bringing food parcels to the pick-up points, and delivering some of the bulk-pallets to other distribution centres. The DC managers arrange and schedule the transport to these different destinations. For this, a transport receipt is produced by the administrative employee, which should be signed by the driver before leaving the distribution centre. When the driver comes back, the amount of kilometres driven is entered into the Hajo system.

Acceptance of products and registration

In liaison with the Manager of Food and Funding, the DC managers or floor managers (who is available) determines which products are accepted. Each day, one of these managers provides the administrative employee with an overview of the products that will be delivered that day. When pallets with products arrive at the distribution centre, they are weighted, counted, and details of the products (e.g. best before date, type of products, packaging of products, type of pallets) are inserted into the Hajo system (a further explanation of the Hajo system can be found in the section "Other processes"). For each pallet, a sticker with this information is made and is placed on the pallet. In addition, a packing list is made for the bulk. Pallets that are stored in the distribution centre of Rotterdam or that are used for national distribution will be reserved by the use of a reservation receipt.

Figure 5: Transporting the products within the DC (Metro, 2018)

Storage and sorting of food

Once products are accepted and registered in the Hajo system, the food is stored in the distribution centre by one of the forklift drivers. Before this can be done, the delivered parcels might have to be sorted first, since they do not always contain only one product. The "dry products" (pasta, crackers, conserved products, etc.) are being put into the racks. Fresh products, like dairy and vegetables are put into the cooling cell (at + 7 degrees Celsius) and meat is put into the freezer (at - 15 degrees Celsius). Perishable products are stored at a temperature according to the label of the package. When pallets are moved within the distribution centre by the forklift truck driver, this will be registered in the Hajo system by the administrative volunteer. On the pallets that are placed high in the storage, the date will be written on the plastic of the pallet.

Planning

Before assembling the food parcels and bulk packages, a planning has to be made. This is done for both parts separately.

For the bulk-pallets, i.e. the products that will be distributed among others food banks in the region, the products are selected by the bulk planner. For the food parcels that are produced in this distribution centre, it works a bit differently. The aim is to produce balanced parcels, so for instance a food parcel should always contain pasta or rice, and vegetables. One of the DC managers communicates to the floor manager which products have the earliest best before date. Based on this, the floor managers makes a balanced list of products that will go in the food parcels.

Processing of food (bulk versus belt)

Once the food plannings are made, the packages are assembled. For the bulk packages, the bulk team assembles pallets with the products that are all destined for a specific food bank. This pallet is picked up one or two days later by the truck driver of the receiving food bank.

For the food parcels, a distinction is being made between dry and cooled products. The dry products, such as pasta and bread, as well as vegetables are put directly into the food parcels. The items that need to be cooled, such as dairy products, will be placed in cooling boxes.

The creation of the food parcels involves several steps. First of all, the products on the list made by the floor manager are predominantly stored on pallets. They are picked up with the help of a fork-lift truck and placed next to the conveyor belt on which the food parcels are produced. Moreover, empty crates are being placed at the front of this belt. Then, a group of volunteers is working together to fill these parcels. One volunteer places a crate on the conveyor belt, a few others all put a different product in the crate and the last one places the filled crate on a pallet. Once this pallet is filled, it is taken away.

Once the packaging of the food parcels is finished, the cooled items, such as dairy products will be handled. These products are normally stored on carts, which are being placed in front of the conveyor belt. Instead of placing these items into the food parcels, they will be put into cooling boxes, in a similar fashion as the compiling of the crates.

The cooling boxes will be delivered to the pick-up points together with the food parcels on four days each week (Tuesdays through Fridays). At these pick-up points, the cooling boxes will be unpacked and placed into the cooling facilities. Here, these fresh products will be distributed among the clients, together with the food parcels.

Other processes (IT system, maintenance, cleaning, kitchen, BHV)

The Hajo system is the IT-system that the distribution centre of Rotterdam uses for administration and has multiple functions. Firstly, it gives an overview of all the products that are present in the distribution centre. In addition, it provides information on the shelf lives of these products, and on which pallet number they are located. Secondly, the Hajo system keeps track of the number of crates, cool boxes and trays that are lended and should be returned to the distribution centre of Rotterdam. Thirdly, the Hajo system makes it possible to make the above mentioned transport receipts, packing receipts and stickers.

Lastly, the cleaning schedule and the temperature measurements of the cooled storage and the freezer can be inserted into the Hajo system.

Maintenance

The maintenance of machines, the cooling rooms, electric systems and materials is being coordinated by the head of the maintenance, cleaning and kitchen team. He keeps track of the items (such as fork-lift trucks, the storage racks, etc.) that need to be repaired, and distributes these tasks among his team members. Moreover, if an object is broken, or it cannot be repaired by the volunteers, or it needs to be replaced, he arranges this. He contacts the corresponding company and makes sure that it will be executed.

For renewals and other purchases, the Head of Maintenance needs approval from the General Manager of the VBR.

Cleaning

The cleaning process consists of several tasks. First of all, the entire distribution centre needs to be swept and mopped with the help of machines. This is done daily, usually in the afternoon, whenever the production of food parcels is finished. In addition, all crates and boxes have to be cleaned. This is done in the crate "wash-street", and usually happens once a month on Friday. Moreover, the trash in the containers needs to be collected (by specialized external parties). A distinction is made between paper, plastic, residual waste and liquid restflows. This is arranged by the head of the cleaning team.

Kitchen

The DC also has its own kitchen and canteen. Here, the lunch is being prepared by 2-3 volunteers. Four times a week, the volunteers can get a warm meal for free. Only on Mondays when there is no chef present, the lunch consists of bread. The meals are made from products provided to the DC that have a limited expiration date or that cannot be put into the food parcels. The volunteers can also go the the office at 65 to lunch over there.

BHV

The VBR provided BHV-education (in-house emergency services?) to interested volunteers working at the office at 65 or in the distribution centre until the end of 2017. This two day course was provided by Quinton, an institute and contained training in first aid and fire clearance. As a result, the VBR counted a total of 15 BHV-educated volunteers. However, about half of these volunteers have stopped working at the VBR. This makes it, despite this being mandatory, not always possible to have at least one BHV-educated volunteer present every day in the distribution centre. So currently the VBR is looking for a new training vendor, if possible one who is willing to provide it without costs.

Appendix 7: The script for the focus group discussion for the VBR

Goedemiddag allemaal. Allereerst willen we jullie hartelijk bedanken dat jullie allemaal bij deze focusgroep discussie aanwezig zijn. Mijn naam is ..., en ik ben een van moderatoren van deze focusgroep. Ik zal m'n groepsgenootjes ook nog een keer voorstellen, dat zijn ....

Voor we beginnen, is het misschien handig om jullie even een uitleg te geven over onze opdracht. Wij zijn een groep studenten van de Wageningen Universiteit, en werken deze periode aan een vraagstuk van een organisatie. Zoals jullie afgelopen tijd waarschijnlijk gemerkt hebben, zijn we een paar keer op bezoek geweest om te kijken hoe jullie hier werken, welke dingen goed gaan en waar mogelijk verbeterpunten liggen. We hebben allemaal ervaren dat wat jullie hier met z'n allen doen ontzettend waardevol is, en we willen jullie dan ook zeker niet het gevoel geven dat we jullie bekritiseren. Ons doel is juist om te helpen om de Voedselbank nog beter te maken.

Vandaag willen we het graag hebben over onze bevindingen, maar we willen ook vooral jullie input horen. Daarom hebben we gekozen om een focusgroep discussie te organiseren, wat in feite een gestuurd groepsgesprek is, met als doel om jullie opvattingen over vier onderwerpen te horen. We zullen steeds een onderwerp per keer toelichten, en dan hebben we ongeveer een kwartier voor dat item. In totaal zullen we dus ongeveer een uurtje bezig zijn.

We willen dus vooral benadrukken dat er geen foute antwoorden zijn, want het gaat om jullie mening. Daarnaast zullen een paar groepsgenoten notities maken. Dat doen we omdat we jullie antwoorden waardevol vinden, en een persoon waarschijnlijk niet alle informatie kan opschrijven. Daarom wordt de discussie ook opgenomen. Voel je hier alsjeblieft niet door gehinderd, de opname wordt alleen gebruikt voor onze analyse, en wordt aan het eind van het project weer verwijderd. Mocht je hier bezwaar tegen hebben, laat het ons gerust weten.

Dan nog wat praktische zaken: om de discussie met zoveel mensen soepel te laten verlopen, hebben wij het volgende bedacht: de moderator zal de discussie sturen door vragen te stellen aan een specifiek persoon. Het zou fijn zijn als deze persoon zijn/haar verhaal kan doen zonder onderbroken te worden. Mocht je willen reageren of iets willen toevoegen, wacht dan even tot de moderator je het woord geeft. Tot slot, we willen jullie vragen om jullie telefoon op stil te zetten. Mocht dat niet mogelijk zijn, hebben wij daar ook begrip voor, maar loop dan graag even uit de ruimte.

Oke, dat waren de formaliteiten.

Allereerst willen we graag horen hoe de afgelopen maand voor jullie was. Hoe was het voor jullie om ons om je heen te hebben? Persoon X heeft bijvoorbeeld twee dagen met jou meegelopen, hoe was dat voor jou?

Afsluiten. Dankjewel voor je mening.

We hebben dus een paar dagen in dit kantoor en in het distributiecentrum meegekeken en mee geholpen, en veel van jullie een paar vragen gesteld. Hieruit bleek dat, zeker in het DC, taken vaak niet helemaal duidelijk zijn. Op gegeven moment had Persoon X bijvoorbeeld een meningsverschil met een (heftruck)chauffeur over wie de de lading moet lossen (?). Wij hebben dus het idee dat het niet altijd duidelijk is wie verantwoordelijk is voor wat, en dat niet alle vrijwilligers precies weten wat zij moeten doen. Herkennen jullie dit? Persoon X, hoe denk jij hier bijvoorbeeld over?

Wat ons voor deze taakverdeling heel belangrijk lijkt, is communicatie. Zeker gezien de omvang van deze Voedselbank, en vanwege het feit jullie in twee verschillende gebouwen werken, is dat natuurlijk

een uitdaging. Persoon X, zou jij willen vertellen hoe jij de communicatie binnen de verschillende afdelingen van de Voedselbank ervaart?

Persoon X, hoe denk jij daarover?

Veranderingen (propensity to change)
Dan willen we graag een beetje terug gaan in de tijd. Deze Voedselbank bestaat alweer een hele tijd, al sinds 2002, en in die periode is er natuurlijk het een en het ander veranderd.
Persoon X, jij werkt hier al aardig wat jaren, vind je dat de organisatie in die tijd veranderd is? En op wat voor manier? Wat vind je hiervan?

De toekomst
Oke, tot nu toe hebben we het steeds gehad over het verleden en de huidige situatie van de Voedselbank. Maar stel dat we het nu hebben over vijf jaar later. Stel dat je dan nog steeds werkzaam bent bij de Voedselbank. Waarvan zou je willen dat het over vijf jaar veranderd is? Oftewel: wat zou jouw werk makkelijker/beter/effectiever/leuker maken?

Voor jullie ligt een vel papier, schrijf alsjeblieft de drie dingen op die jij het liefst veranderd zou willen zien over vijf jaar. Dit kunnen kleine aspecten zijn, maar het mag ook betrekking hebben op de hele organisatie.

Conclusion

Appendix 8: Summary of the focus group discussion for the VBR

Task division

The problem of a lack of task description and division, both at the office and in the DC, is acknowledged by all participants of the focus group. However, this problem is thought to have a greater effect in practice in the DC, as volunteers in the DC have to collaborate more than volunteers at the office. As volunteers have different education levels, a different management approach than in for-profit organizations is required. At the office, volunteers of some departments already start the day together and discuss the tasks division of that day. However, at the DC, it is more difficult to establish structure. This is not part of the culture of the DC and the volunteers working there show resistance to a more structural approach.

The participants of the focus group acknowledge the importance of a teamwise start of the day, but some barriers are mentioned: volunteers start working at different times of the day, activities have to take place at different times of the day and consultations are not adequately visited. The manager of the DC thinks that a handbook with clear task descriptions can be a helpful tool in providing more structure to the activities that take place in the DC. The participants of the focus group agree that changes have to be implemented slowly and easy language should be used. However, there is some disagreement if you can commit volunteers to certain tasks. Also, the focus group showed that earlier attempts to start the day together and discuss the task division were not successful.

Communication

Within the departments, communication is not experienced as a problem. However, the communication problem between different departments is acknowledged by the participants of the focus group. This mainly concerns tension between the Food- and Fundraising department and the manager of the DC. During the focus group, a conflict between these departments arose, which accentuated this tension. The focus group shows that it is difficult to get these parties on the same page, as they do not understand each others vision. It is unclear how responsibilities are divided between the different departments. The focus also showed that the VBR has no adequate organigram. The participants agreed that it would be helpful to develop an organigram together, on which everyone agrees.

The director of the VBR stated that it is possible to document standard processes. However, exceptions are more important for the manner of working and cannot easily be documented. As a solution, the director of VBR proposed to have managers that are responsible for deciding on exceptions to the standard processes. Since a few weeks, the head of the Food- and Fundraising department and the manager of the DC come together every two weeks to discuss the acceptance of food donations.

Propensity to change

The participants of the focus group (all volunteers with management functions) all agreed upon the necessity to professionalize the organization. They recognize problems within the VBR and want to solve these by becoming a more professional organization. In addition, they are already trying out professionalization strategies to improve communication (e.g. meeting between manager DC and head Food- and Fundraising department and a tv-screen to communicate information).

In contrast, the manager of the DC told that the ground-level volunteers working in the DC have shown resistance towards professionalization strategies in the past. Because they are there voluntary, they do not want to be restricted in any way, e.g. by having a task description.

Other topics

The focus group also brought up some topics that were not in the script. For example, it showed that new volunteers with management functions seem to always neglect projects of volunteers that were in their position before. Furthermore, these earlier projects are often not documented. This leads to ineffective projects.

Also, the focus group provided insight into the problem of workload. Two of the participants of the focus group expressed their concerns about this. As they have to execute more tasks and the organization does not attract new volunteers, the workload increases. This leads to a decrease in pleasance during working.

Next to this, the focus group also made clear that there is no common vision of the VBR. Volunteers have different interpretations of this vision and handle according to these different visions. The participants of the focus group agreed that having a shared vision makes it easier to make decisions regarding exceptional tasks that cannot be documented.