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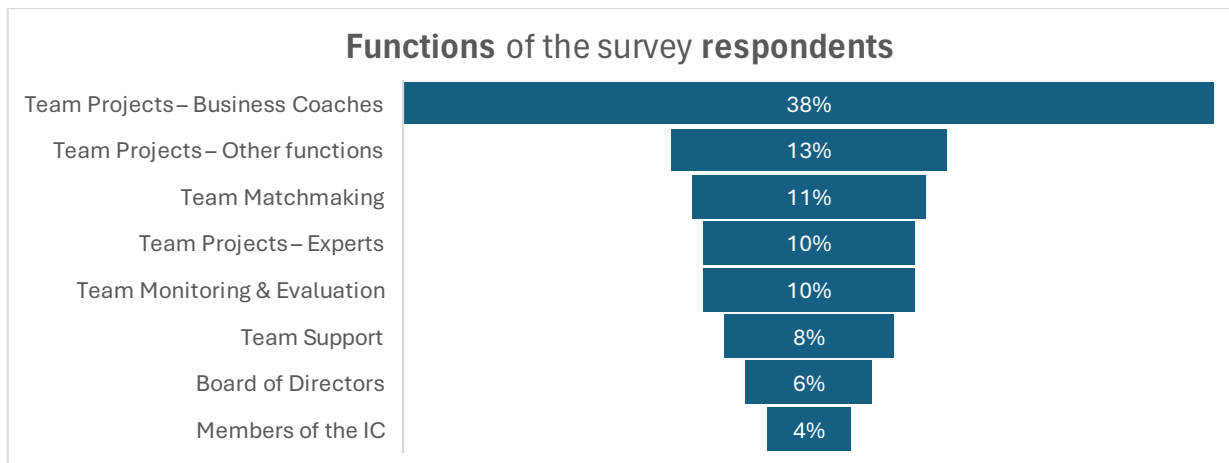
1. Volunteer survey – Strategic Revision

Intro

The **survey** was sent to **168 volunteers**, **53** of whom **completed the survey**.

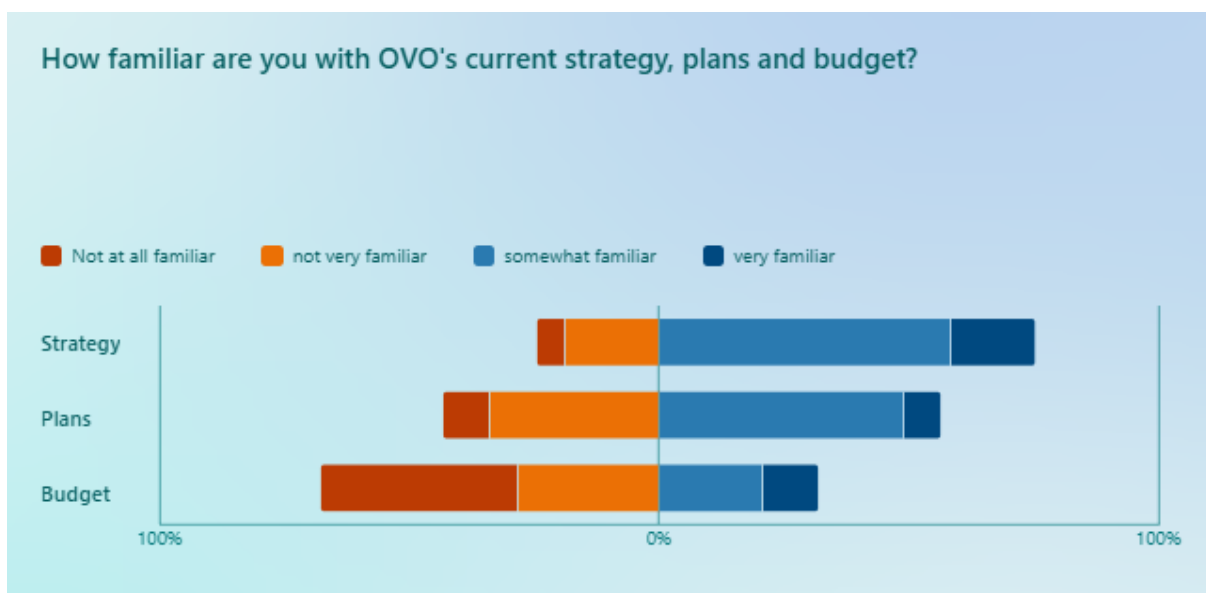
While this is not a bad result for a survey, we must pay attention to the fact that **115 volunteers did not show enough commitment to complete the survey**. To discuss the results, we refer to the group of respondents in each case.

The results show that all **surveyed "groups"** are **well represented**, especially relative to the size of the group to which they belong:

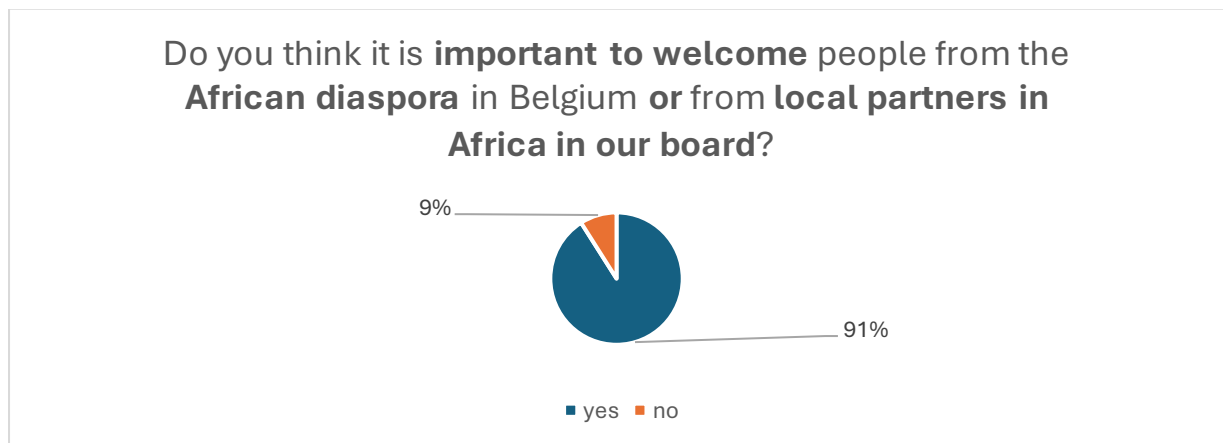
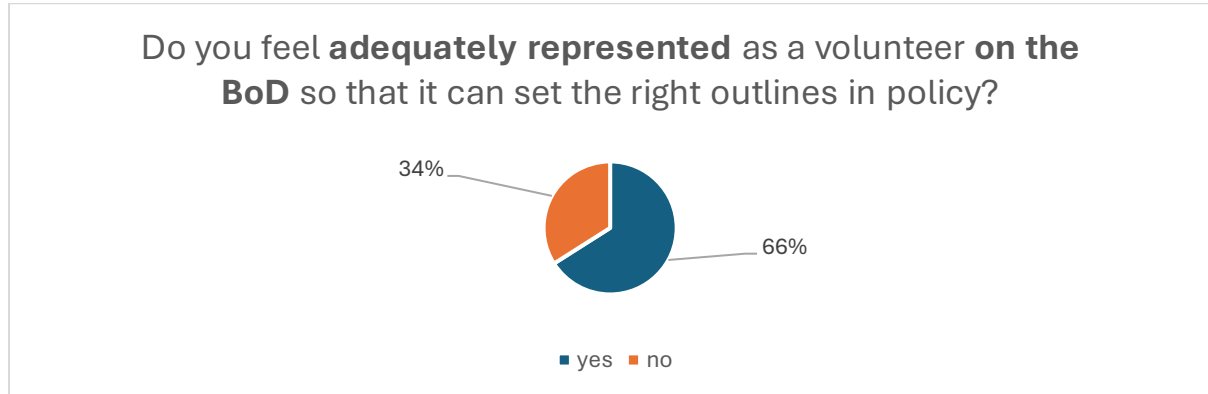


Organization

For **87%** of respondents, **OVO's mission is clear**. Interestingly, **67%** of respondents indicated that they are **not familiar with OVO's budget**. Respectively **25%** and **45%** have **little or no familiarity with OVO's strategy & plans**.



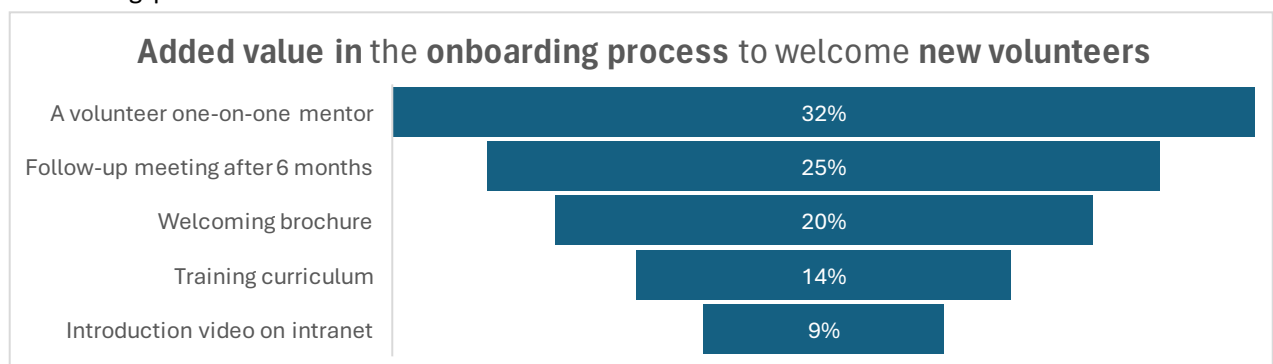
Regarding the Board of Directors, **66%** of respondents **feel represented**. **91%** feel it is **important to welcome persons** from the **African diaspora or local partners** to the **Board of Directors**.



30% thinks **diverse backgrounds** are **fairly represented in all teams**, versus 32% who doesn't agree & 38% who doesn't know. **66%** thinks **OVO is a diverse organization** (e.g. gender, race, age). **79%** thinks there is an **added value having students involved**.

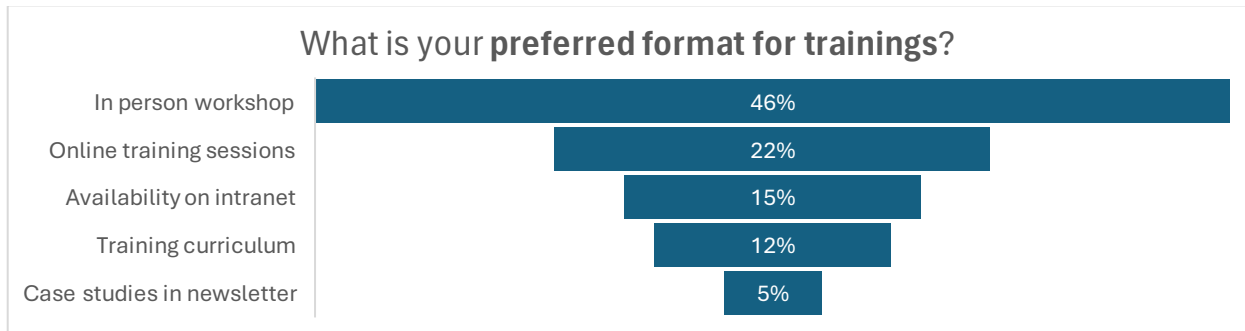
Volunteer management

The respondents believe the following actions (ranked by importance) would add value to the onboarding process for new volunteers:



60% would be **willing to mentor** a new volunteer.

The respondents prefer following formats (ranked by importance) for trainings:



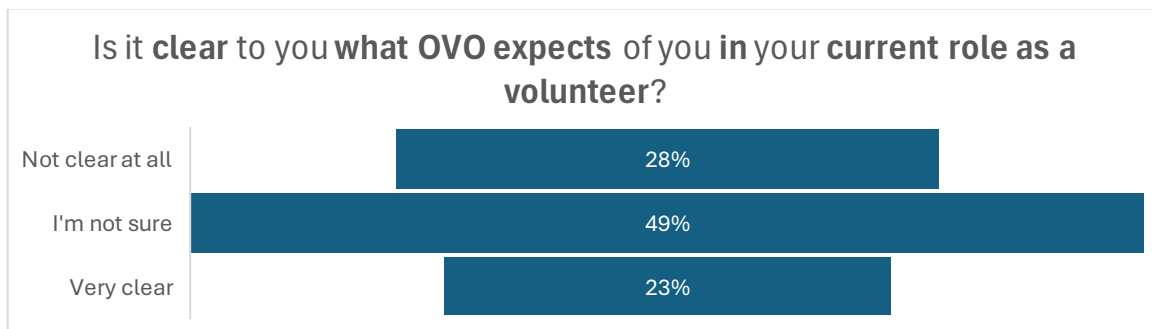
68% of the volunteers would appreciate a personal conversation about his/her engagement with OVO in the course of **2025**.

58% of the respondents already visited the **OVO intranet** (www.ovo.be/intranet).

88% of the respondents think **OVO should offer a mandatory training program before** volunteers start coaching.

Roles

77% of respondents indicated that they are **unclear or not sure about OVO's expectations** for their **current role** as a volunteer.

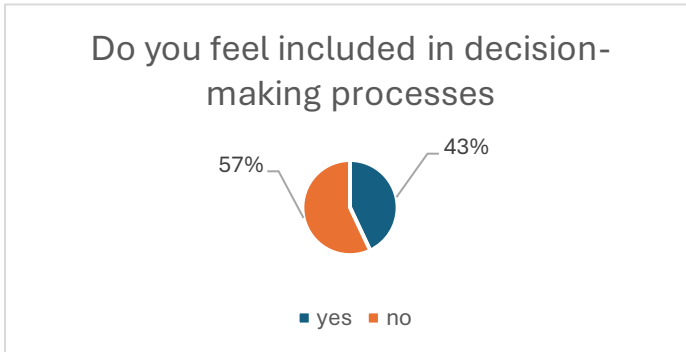


79% of respondents **don't feel informed about the activities of other teams**.

57% of respondents indicated that they **would benefit from attending team meetings of other teams** to gain a better understanding of the overall organization.

Decision making processes

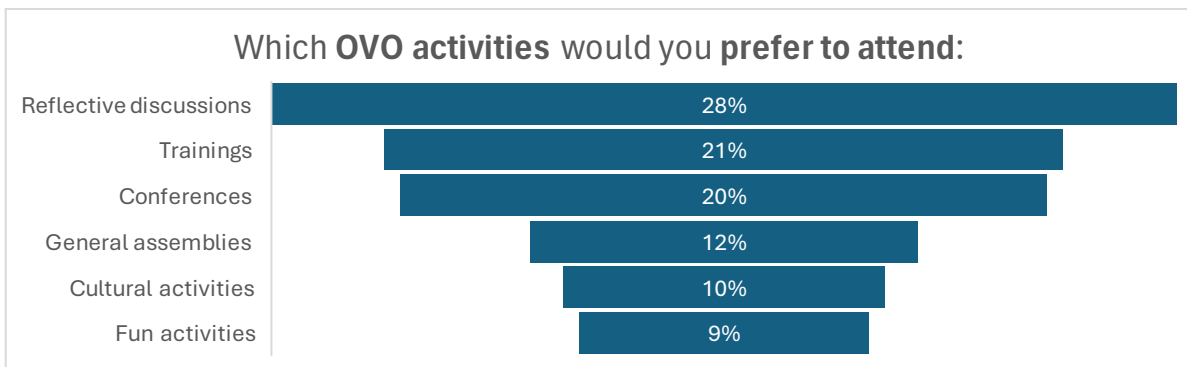
43% feels included in the decision-making processes.



28% of respondents believe that **OVO has integrated diversity and inclusion into its decision-making framework**, while **26%** disagree and **46%** don't know. Additionally, **40%** feel that the **decision-making process includes diverse perspectives**, whereas **18%** disagree and **42%** don't know.

Volunteer satisfaction

The respondents prefer to attend to following activities (ranked by importance):



68% of respondents **identify as active volunteers**, **21%** see themselves **as ad hoc experts** available for consultation on specific projects, and **11%** consider themselves ad hoc experts but **would like to be more involved** in operations.

56% believe there are **enough opportunities to interact face-to-face with other volunteers**.

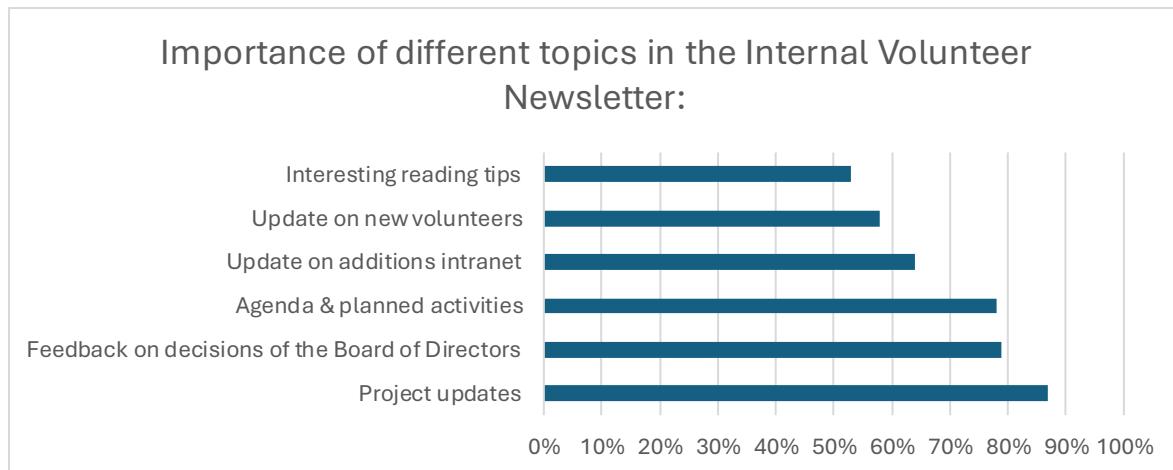
Communication

64% thinks the **rationale behind decisions is communicated effectively**. From the **36%** that **doesn't agree** with that statement, following points are highlighted as working points:

1. **Weak communication of rationale:** Many decisions lack clear explanations or are communicated too abruptly (e.g., strategy shifts, ST4A cancellations).
2. **Lack of strategic clarity and feedback:** Unclear or inconsistent strategies and decisions often lack feedback, leaving uncertainty about the rationale (e.g., changes in partnerships, unclear OVO strategy).
3. **Dependence on others:** Some rely on colleagues for information, as they feel they don't have the time or need for full details.
4. **Information overload:** Respondents feel they get enough info but struggle to keep up due to time constraints.

74% of the respondents **feel the amount of communication aligns with their role at OVO**.

These are the percentages of importance (very important – important) that the volunteers accord to following **topics** in the **Internal Volunteer Newsletter**:

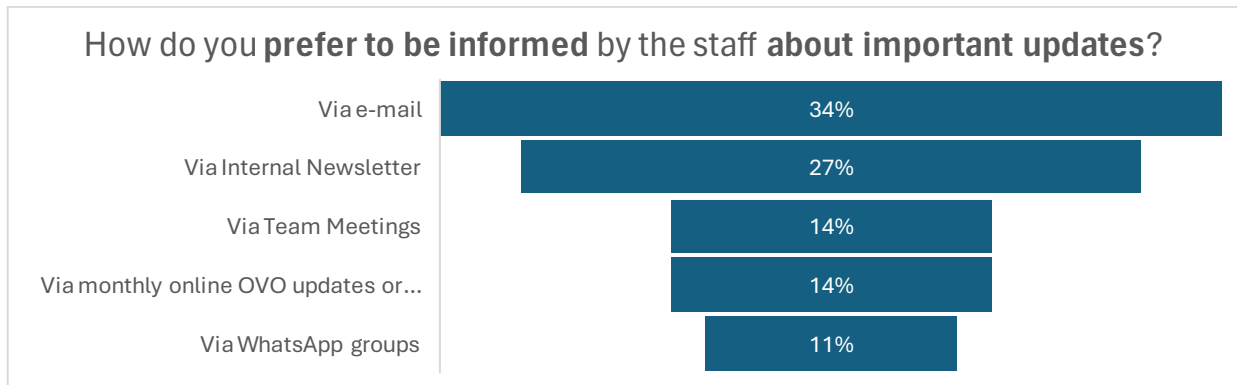


Constructive **suggestions** for the Internal Newsletter:

- Volunteer Spotlights:
 - a. Profiles or interviews with specific volunteers.
 - b. Testimonials where volunteers share their experiences (e.g., filmed segments).
- Updates from Teams and Projects:
 - a. News from other teams.
 - b. Progress updates on projects, particularly those supported by business coaches (e.g., through to loan reimbursements).
- Knowledge Sharing and Training:
 - a. Information about possible training opportunities.
 - b. Best practices in project evaluation and lessons learned.
 - c. Insights on managing cultural differences effectively.

- Organizational Information:
 - a. Overview of the organizational structure (organigram).
- Newsletter Awareness:
 - a. Addressing lack of awareness about the newsletter's existence.

The communication channels preferred by respondents to stay informed about important updates, ranked by importance, are as follows:



Meetings

72% of respondents prefer meeting locations accessible by train or public transport, while 28% prioritize car accessibility, highlighting a strong preference for public transport-friendly venues.

Preferred locations for meetings & team activities are (respondents were asked to give a top 3):

- Brussels: 77%
- Leuven: 69%
- Antwerp: 45%
- Mechelen & Louvain-La-Neuve: 39%
- Ghent: 30%

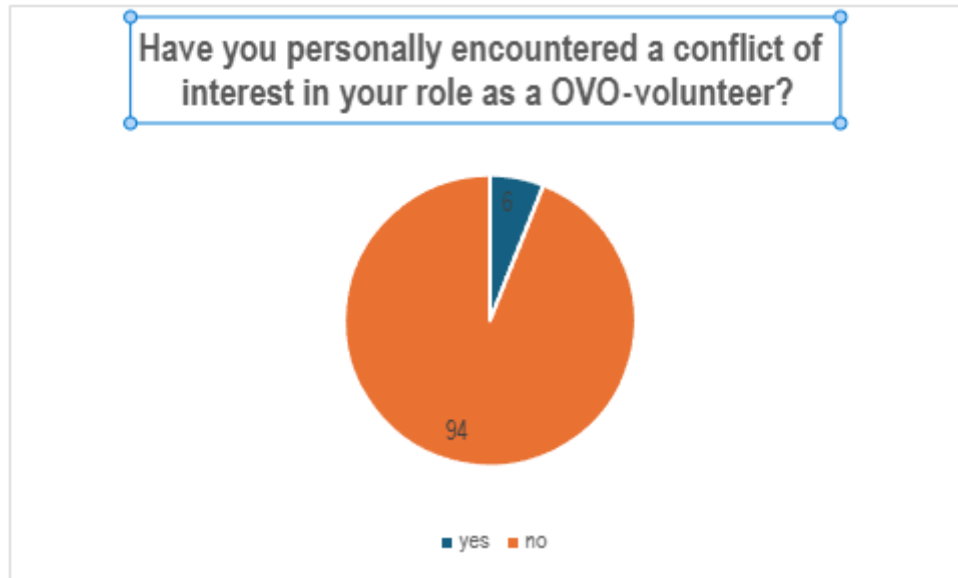
Preferred times for meetings/events are:

- Weekday (Monday, Tuesday, Thursday): 79%
- Afternoon & Evening: 54%
- Weekday (Wednesday or Friday): 43%
- Morning: 35%
- Weekend: 11%

The respondents indicated they would be more likely to attend OVO updates and Q&A sessions if **an agenda is provided (35%), the sessions are held in the evening (15%) or in the morning (18%), while 10% do not find this format interesting and 22% prefer to be informed during a team meeting.**

Code of Conduct

From the survey, **6% of respondents** indicated **they had personally encountered a conflict of interest in their role as an OVO volunteer.**

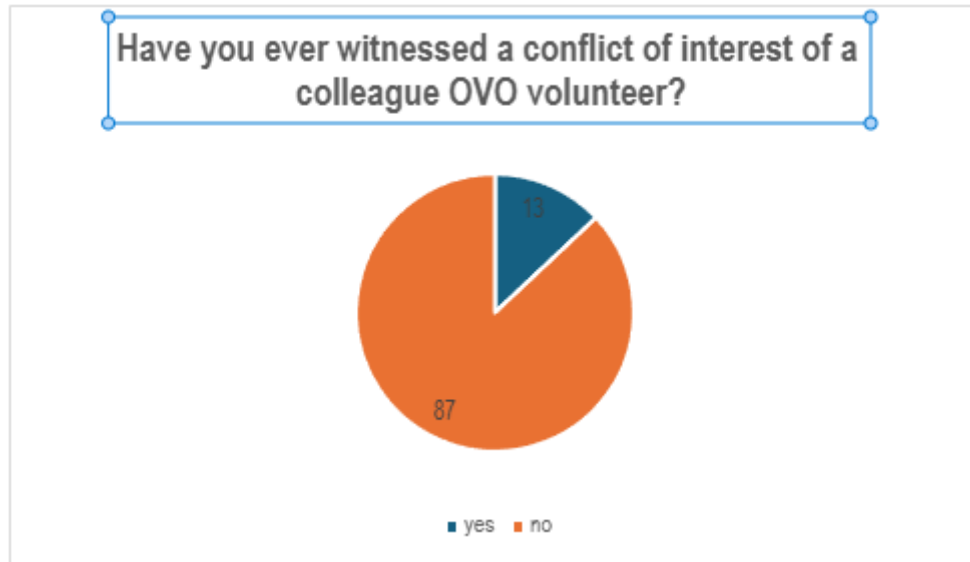


Examples shared by these respondents included:

- A coach taking over ownership from an entrepreneur's project, leading to potential bias.
- Concerns about OVO viewing a business coach's investment in a project as "prohibited" or a conflict of interest. One respondent highlighted that their personal investment, alongside investments from two board members, strengthened the relationship between the coach and project owner and demonstrated the coach's commitment. They contrasted this with cases where coaches abandoned projects after loans were approved, perceiving OVO as functioning more like a bank rather than providing holistic support and follow-up.
- A suggestion that potential conflicts could be mitigated through clear communication of the facts.

This feedback highlights a need for clarity and consistency in policies regarding coach investments and ongoing engagement to align expectations between OVO, volunteers, and local project stakeholders.

From the survey, **13% of respondents reported witnessing a conflict of interest involving a fellow OVO volunteer.**



Examples provided by these respondents included:

- A local team member acting as a consultant, potentially blurring lines between roles.
- A coach taking over ownership of an entrepreneur's project, leading to bias in decision-making.
- One respondent acknowledged no direct conflict but noted that such situations could arise naturally due to human behavior, particularly around credibility, involvement, and operator expectations.
- Another respondent felt that some situations might not be conflicts of interest, but rather instances where individuals, due to previous experience, become rigid in their beliefs and are unwilling to consider different opinions or new data.
- An instance where a volunteer expressed interest in becoming a paid consultant, which was discussed and resolved.
- A case where an African coach was willing to sell their own services, raising concerns about possible conflicts.

This feedback suggests that while some situations may arise from personal biases or a reluctance to consider different viewpoints, others highlight a need for clearer boundaries and transparent communication to prevent potential conflicts within OVO's volunteer network.

Regarding the clarity of OVO's conflict of interest policy (as outlined in the Code of Conduct), the survey results were as follows:

- **42%** of respondents stated that the policy is clear to them.
- **49%** indicated that the policy is not clear or did not know.

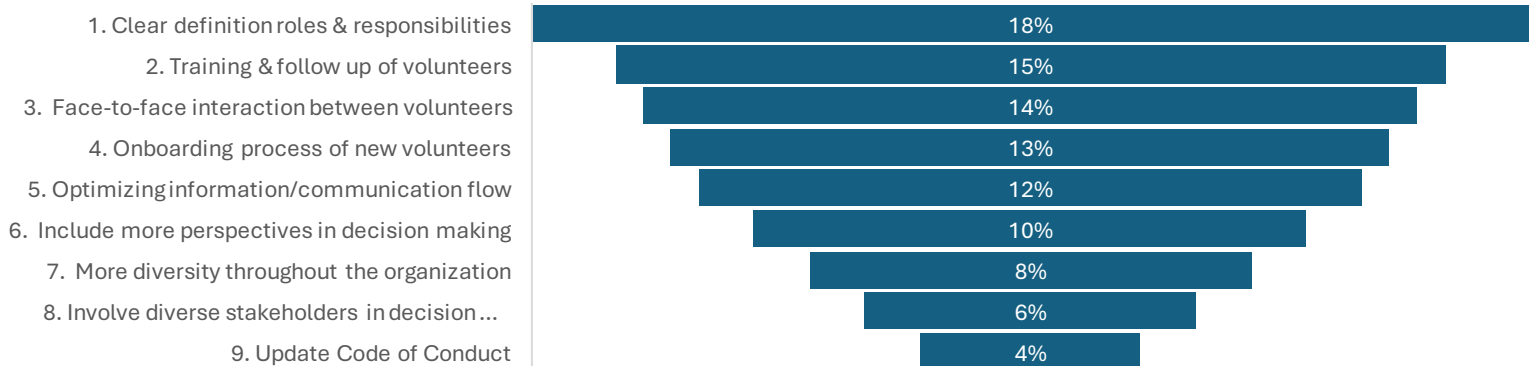
These results suggest that while a significant portion of respondents find the policy clear, there remains a notable percentage who either do not find it clear or are uncertain about it. This indicates a need for better communication or clarification of the policy.

58% of respondents believe that one can be both an investor and a coach, while 28% disagree, and 13% have no opinion. Additionally, 68% of respondents don't know where to report potential conflicts of interest they encounter or witness, compared to 17% who know where to report them.



Priorities for team HR Governance

Priorities for team HR Governance



Constructive suggestions

1) Volunteer Integration & Engagement

- Assign mentors to new volunteers and improve onboarding.
- Customize training based on volunteer experience.
- Regularly update volunteer profiles of expertise, background and experience.
- Make a distinction between active and non-active volunteers.
- For certain groups more efficiency is possible by using both email and WhatsApp community groups.

2) Strategic Focus & Collaboration

- Set clear, stable goals and avoid shifts in strategy, but keep questioning yourself as an organization to enable growth & optimization.
- Check / discuss complementarity with organizations such as Exchange and Exchange Expertise
- Partner with local and Belgian NGOs for greater impact.

3) Communication & Community Building

- Encourage face-to-face meetings & create an OVO community. It is important that coaches know each other and also know the local teams and know when they can contact the local team directly or when they should do this via the country coordinator.
- Organize regular meetings for all coaches to share knowledge and stay involved & improve cross-team communication.

Key Survey Conclusions

- **Volunteer Engagement & Representation:**
 - 53 respondents from diverse roles, with 38% from the Business Coach team.
 - 86% understand OVO's mission; however, only 33% are familiar with its strategy and budget.
 - 66% feel represented by the Board, and 79% see value in including the African diaspora and local partners in decision-making.
- **Volunteer Management & Support:**
 - 68% appreciate a personal conversation about their engagement in 2025.
 - A majority prefer in-person workshops (36%) and believe a mandatory training program should be offered to volunteers (88%).
 - 56% would benefit from attending other team meetings to better understand OVO's operations.
- **Communication & Decision-Making:**
 - 64% feel decisions are well communicated; however, some issues with clarity and information overload persist.
 - 43% feel included in decision-making, with 39% believing diverse perspectives are represented.
- **Conflict of Interest & Code of Conduct:**
 - 6% encountered a conflict of interest as a volunteer; 13% witnessed one among peers.
 - 42% find OVO's conflict of interest policy clear, while 49% are unclear or unsure.
- **Actionable Insights & Suggestions:**
 - Focus on clearer role definitions and enhanced volunteer onboarding processes.
 - Increase in-person interactions and establish mentors to improve engagement.
 - Improve communication flow, clarify the Code of Conduct, and ensure more diverse perspectives in decision-making.