



New Zealand Federation of  
Voluntary Welfare Organisations

PRICEWATERHOUSECOOPERS 

# Counting for something

## Value Added by Voluntary Agencies The VAVA Project

September 2004

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## Acknowledgements

The Value Added by Voluntary Agencies (VAVA) project was originated by the New Zealand Federation of Voluntary Welfare Organisations (NZFVWO). PricewaterhouseCoopers (PwC) was commissioned to examine the voluntary inputs for 10 voluntary agencies, to estimate their inputs-voluntary-value-added and to discuss the implications for the sector.

This unique joint project has developed estimates of the value-added by the voluntary and community sector. While measuring the value of generosity is a key component of the sector, this project has also been made possible by the generosity of all of the people involved. All members of the project team have contributed significant amounts of voluntary time and expertise to complete this work. We particularly record our appreciation to Suzanne Snively for her vision and passion to drive this groundbreaking project. For NZFVWO, it has been a pleasure to work jointly with PricewaterhouseCoopers.

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### Participating Agencies

#### Project Team

Tina Reid	Executive Director, New Zealand Federation of Voluntary Welfare Organisations (NZFVWO)
Julie McGowan	Executive Committee Member, New Zealand Federation of Voluntary Welfare Organisations (NZFVWO)
Suzanne Snively	Partner, PricewaterhouseCoopers (PwC)
Lucas Collins	Analyst, PricewaterhouseCoopers (PwC)
Joan Buchanan	Voluntary Sector Contractor

#### Sub-Contractors

Susan Kell Associates (Analysis)  
Michael Kelleher (Data Collection)

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### Disclaimer

In preparing this report and forming our opinion, we have relied upon, and assumed the accuracy and completeness of all information available to us from public sources, interviewees, survey respondents and furnished to us by participants of the VAVA project. We have evaluated that information through analysis, inquiry and review but have not sought to verify the accuracy or completeness of any such information. It should not be construed that we have conducted an audit of any of the participating voluntary agencies or related parties.

We will not accept responsibility to any party unless specifically stated to the contrary by us in writing. We will accept no responsibility for any reliance that may be placed on our report should it be used for any purpose other than that for which it is prepared.

Our report has been prepared with care and diligence and the statements and opinions in the report are given in good faith and in the belief on reasonable grounds that such statements and opinions are not false or misleading. No responsibility arising in any way for errors or omissions (including responsibility to any person for negligence) is assumed by us or any of our partners or employees for the preparation of the report to the extent that such errors or omissions result from our reasonable reliance on information provided by others or assumptions disclosed in the report or assumptions reasonably taken as implicit.

We reserve the right, but are under no obligation, to revise or amend our report if any additional information (particularly as regards the assumptions we have relied upon) which exists on the date of our report, but was not drawn to our attention during its preparation, subsequently comes to light.

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# 1 Executive Summary

## 1.1 Introduction

Compared to most organisations, voluntary sector agencies are unusual in that they combine market activities with non-market activities. A considerable proportion of these organisations' labour and other inputs is provided voluntarily, either free of charge or financed through donations. This makes the provision of services and goods (outputs) possible at low-cost, or free, to those who are eligible for them. The purpose of this VAVA project is to estimate the value of non-market activities by the voluntary sector.

Until now, the value generated each year by the voluntary sector has been only partly visible. This is because voluntary agency financial reporting and contracting has traditionally centred on financial accounts and budgets that mainly monitor market priced transactions. For example, financial statements cover expenditure of paid labour and capital inputs and, on the revenue side, direct government grants and other cash revenues.

"Inputs-voluntary-value-added (IVVA)", the focus of this report, is also a part of the value generated by agencies. IVVA is defined as the voluntary and/or in-kind contributions of the labour, donations and capital that the agency combines with other inputs to provide outputs (services and goods). Inputs, both voluntary and funded, combine to produce outputs. The way these outputs engage users determines the outcomes that are achieved. The total voluntary-value added of inputs, outputs and outcomes (less the government-funded, privately contracted and other market transactions) is the total voluntary value-added of the organisation.

This report examines the inputs of 10 nationwide voluntary agencies and estimates their total inputs-voluntary-value-added. The 10 agencies are:

- Barnardos New Zealand
- New Zealand Association of Citizens Advice Bureaux Inc.
- Diabetes New Zealand Inc.
- Literacy Aotearoa
- IHC New Zealand Inc.
- National Association of ESOL Home Tutor Schemes (NAEHTS)
- New Zealand Playcentre Federation Inc.
- Royal New Zealand Foundation of the Blind
- Royal New Zealand Plunket Society Inc.
- Victim Support New Zealand.

## 1.2 Key findings

The findings are based on data available from these 10 participating agencies for a 12 month period. Although the period covered for each agency is not identical, at least part falls within calendar year 2002 (the research year).

Key findings are as follows:

- The estimated total number of hours of volunteer work carried out by the 10 VAVA agencies is 7.63 million hours for the year.

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- The estimated total number of full-time equivalents (FTEs) worked by volunteers for the 10 VAVA agencies during the research year was 4,063. This is comparable in size to paid employees in the dairy industry and is about 2/3rds the FTEs employed by New Zealand's biggest employer, the Ministry of Social Development.
- Even the smaller participating agencies' volunteers add up to over an estimated 50 FTEs or more. If these FTEs were paid staff, these agencies would be in the top 5% of New Zealand enterprises.<sup>1</sup>
- The table below aggregates the total hours worked by three groups of voluntary workers at the 10 VAVA agencies during the research year. From this information, the total volunteer FTEs are estimated, based on the regular number of hours worked each year by paid employees.

Level of work	Hours worked	FTEs
<b>Vol. Worker</b>	6,850,130	3,644
<b>Vol. Manager</b>	720,214	383
<b>Vol. Board member</b>	67,894	36
<b>Totals</b>	<b>7,638,238</b>	<b>4,063</b>

Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004.

- Based on data from eight of the ten agencies, the estimated average for number of volunteer staff is 406 FTEs compared to 472 paid FTEs.
- The value of the 10 VAVA agencies' total volunteer labour inputs has been estimated based on three scenarios, assuming low, medium and high pay rates.
- As the next table illustrates, the estimated IVVA component, by volunteers, totals between \$88 million and nearly \$170 million, with a medium value of nearly \$126 million for the 10 agencies for the research year.

Total value volunteer labour	Lower value scenario: \$ yr	Medium value scenario: \$ yr	Higher value scenario: \$ yr
	\$88.1m	\$125.8m	\$169.5m

Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004.

- Other voluntary inputs of the participating agencies are in-kind contributions. They can include donated goods, services, vehicles, computers, offices and meeting space. The total monetised value of such inputs received by these eight VAVA agencies<sup>2</sup> who recorded the information was estimated to be \$9.5 million during the research year. This was made up of \$3.6 million from donated goods and \$5.9 million for other subsidised resources such as rent-free accommodation.

<sup>1</sup> In 1998, only 3% of New Zealand enterprises employed 50 or more FTEs while 86.5% employ fewer than five FTEs Statistics New Zealand (1998) *Business Demographic Statistics*

<sup>2</sup> n.b. The composition of these eight agencies is different from the eight which reported numbers of paid FTEs.

- In addition, cash donations are also a key input of voluntary organisations. Donated money received by all the 10 VAVA agencies during the research year totalled \$42.1 million.
- Total inputs-voluntary-valued added includes the monetised value of volunteer labour, in-kind contributions (value of donated goods and subsidised resources) and monetary (cash) donations. Estimated total inputs-voluntary-value-added, that is attributable to the operations of the 10 VAVA agencies, was between \$140 million and \$221 million in the research year. The medium value was \$177.5 million. Below is a table showing the range of total IVVA under the 3 scenarios.

Total input-voluntary value-added for 10 VAVA agencies	Lower value scenario \$ yr	Medium value scenario \$ yr	Higher value scenario \$ yr
<b>Total value of volunteer labour</b>	\$88.1m	\$125.9m	\$169.5m
<b>Total value of donated goods</b>	\$3.6m	\$3.6m	\$3.6m
<b>Total value of subsidised resources</b>	\$5.9m	\$5.9m	\$5.9m
<b>Total monetary donations</b>	\$42.1m	\$42.1m	\$42.1m
<b>Total IVVA</b>	<b>\$139.7m</b>	<b>\$177.5m</b>	<b>\$221.1m</b>

Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004

- Adding up the total input (paid and voluntary) for producing services, the 10 agencies have an estimated \$421 million in total inputs in 2002.
- Voluntary agencies operate with both paid inputs and voluntary inputs. The voluntary component of inputs ranged from an agency where its voluntary inputs were 8% for one agency to 94% at the high end.

This detailed examination, based on a sample of only 10 voluntary agencies, provides a basis for providing a more comprehensive description of the sector than has been previously documented. It indicates that the magnitude of the volunteer contribution made each year by the voluntary sector is significant and that through these inputs, the operations of voluntary agencies provide a significant investment in community-based services. Appendix 3 describes the services of each agency in detail and shows that these services cover a diverse range including:

- services to help people with various disabilities and chronic health conditions
- early childhood care and education;
- English language and literacy skills;
- access to information; and
- support in times of adversity.

Each agency plays an important role in fulfilling government objectives and in meeting public service delivery needs throughout New Zealand.

The agencies, and their volunteers, have attributes that make them particularly effective at performing the tasks required. Further, the regional structures of the agencies means that the services are often able to be aligned with local community values, as well as with central government objectives.

### 1.3 Other Insights

Based on sample of participating agencies for VAVA, it appears that the sector has an extremely diverse variety of structures. For example, some have almost all volunteer staff and for others, there are few volunteers. In this case, the main volunteer labour contribution tends to be at governance level.

For those with a low proportion of volunteers employed, some fund their paid staff largely from government sources and others from donations, sponsors and/or commercial trading activities. All of the 10 agencies receive a portion of their funding from government sources, but some are funded through one or two main government sources, while others are funded through a larger number of different government sources.

In addition, many of the agencies receive voluntary contributions of a diverse range of inputs including accommodation, computers, motor vehicles, rates, communication services, clothes, food, tools, free advice, training and telephone lines.

The structures of the 10 agencies also differed because of the degree their activities were centralised. Those with regional structures disaggregated their activities into different numbers of regions with a range of structures for organising the regional activities. Governance structures for the 10 agencies range from highly centralised to very devolved. Based on the agencies' description of their activities, the proportion and time that governance board members carry out operational activities varies from very little to a considerable amount.

### 1.4 Importance of Collecting Information about Voluntary Inputs

This report describes an approach that enables the voluntary sector to further develop its:

- knowledge about its volunteers and information about the ways that they add value to service delivery;
- performance, including the effective management of its voluntary inputs;
- knowledge about and effective employment of in-kind assets;
- management of the balance between voluntary inputs and other inputs;
- own accounting standards, covering market and voluntary transactions.

An examination of the sector based on the VAVA approach provides:

- increased visibility of the voluntary sector;
- greater recognition of the significance, size and impact of voluntary agencies;
- opportunity for voluntary organisations to manage in ways that further adds value.

### 1.5 Next Steps

Future projects could examine how the inputs of voluntary agencies combine to produce outputs and the features of these outputs that are effective in meeting the needs of the defined user groups. With this information, the way that outputs combine to achieve outcomes that add value could be examined to estimate the total voluntary value-added of the organisation.

## 2 Introduction

The Value Added by Voluntary Agencies (VAVA) project was originated by the New Zealand Federation of Voluntary Welfare Organisations (NZFVWO). PricewaterhouseCoopers (PwC) was commissioned to examine the voluntary inputs for 10 voluntary agencies. This report estimates their inputs-voluntary-value-added and discusses the implications for the sector.

As far as we are aware, this is the first attempt to estimate the value of the non-market inputs used by voluntary organisations in New Zealand. A key attribute of the voluntary sector is that its revenue is primarily from volunteered or contributed resources. This means that the value ascribed to these resources cannot be readily observed. For example, there is no market-determined wage for the services that are provided by volunteer personnel.

A challenge is to find a way of ascertaining the comparable worth of the volunteer, and the paid-for, components of a voluntary organisation. A further challenge is to assess the comparable worth of the voluntary sector compared with the government and for-profit sector. To establish comparable worth, the approach adopted here is to estimate a money value of (i.e. to monetise) the inputs of voluntary organisations by adopting a market price value for volunteer labour. Note that this is one approach,<sup>3</sup> and that it is still far from an exact approach.

Given the diversity among voluntary agencies, three scenarios indicating different levels of value are applied, to reflect the range of perspectives that might be adopted in estimating the economic value added by volunteer donations of time, money, and goods and services.

### 2.1 Voluntary agencies

The VAVA project includes those agencies established voluntarily by community-based processes and characterised by their use of *voluntary* donations of time, money, and/or goods. This means that voluntary, when used in this context relates to all inputs, ranging from organisational governance to the volunteer labour involved in direct service provision.

### 2.2 Participating agencies

The agencies which participated in this first round of research in connection with the VAVA project are:

- Barnardos New Zealand
- New Zealand Association of Citizens Advice Bureaux Inc.
- Diabetes New Zealand Inc.
- Literacy Aotearoa
- IHC New Zealand Inc.
- National Association of ESOL Home Tutor Schemes
- New Zealand Playcentre Federation Inc.
- Royal New Zealand Foundation of the Blind
- Royal New Zealand Plunket Society Inc.
- Victim Support New Zealand.

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<sup>3</sup> Other ways of establishing a proxy market value would include establishing a replacement cost of the services provided or measuring the opportunity cost of the volunteers.

These are all agencies with nationwide operations in different sites around New Zealand, and data from their activities throughout the country is included in this study. The approach has been to apply a template that examines inputs from all levels of their organisations, including governance, national office, regional and local that are applied to the provision of services (and goods).

The participation of every one of the 10 agencies has been a vital part of the project, ensuring that information about the day-to-day operations of these agencies relates to as wide a range of sector activities as possible. The VAVA project team express their sincere appreciation to participating agencies.

Further details of participating agencies and the services they provide are profiled in Appendix 3.

### **2.3 The VAVA research**

Each participating agency provided information for a twelve month period according to categories on the template (see Appendix 2) developed for the VAVA project by PwC. The main focus to date has been on identifying all of the inputs that are combined to produce the agency outputs i.e. their products and services. The structure of the template is based on internationally accepted concepts relating to identifying the economically productive value of all forms of unpaid work, much of which takes place in the form of voluntary work in the community, or domestic work in the household.<sup>4</sup>

A full glossary of concepts and definitions used in the VAVA project is included at Appendix 1, and a copy of the template showing the categories is found at Appendix 2.

The information collected by the participating agencies and then analysed by the VAVA project provides a much wider perspective of the productive value of the voluntary sector than can be seen from standard financial reporting. This is because the additional value added by the voluntary sector<sup>5</sup> is included alongside the financial information, and its estimated input value is added to the value of other forms of measurable resources.

### **2.4 Background to the VAVA project**

The VAVA project represents a new initiative to increase understanding of the full contribution made each year by the voluntary sector, and to bring fresh insight to the appreciation of its value, at all levels.

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<sup>4</sup> For full explanation of these concepts and the importance of unpaid work as a contribution to the economy, see Statistics New Zealand (2001) *Measuring Unpaid Work in New Zealand 1999*. Wellington, Statistics NZ.

<sup>5</sup> i.e. in the form of the gifts that characterise the operations of the voluntary sector: labour time donated by volunteers, and goods, services and money donated by businesses and by individuals. Their significant characteristic is that none of these items have been purchased by the voluntary agency that then uses them to create their services or other outputs.

The last decade has seen a number of fundamental changes to the sector, mostly in response to changes in government funding structures and processes of accountability. Findings of the 1989 Working Party on the Taxation of Sporting Bodies and Charities<sup>6</sup> halted policy development that would have taxed the income of charities. However, the Working Party's capacity-building recommendations for the voluntary sector were not implemented at that time.

Two features of the 1990s that impacted in a particular way on the voluntary sector were contestability of policy advice and contracts that defined outputs. For the voluntary sector, the increased emphasis on competition diminished the opportunities, and willingness, among agencies for collaboration within the sector. The focus on funding outputs specified in contracts changed the nature of the engagement of voluntary agencies with the Government and with their users.

In 2001, the Government accepted the recommendations of the Community and Voluntary Sector Working Party<sup>7</sup>. The Working Party was established in August 2000 to address fundamental concerns about the relationship between central government and the community and voluntary sector. The Working Party's deliberations involved extensive consultations throughout New Zealand. Since the recommendations were presented, understanding has grown at the policy level of the role the voluntary sector plays as a pivotal part of community development and resilience, and that this sector makes a contribution to the economy.

## 2.5 The size of the sector

The size of the voluntary sector in New Zealand is considerable. Robinson and Hanley<sup>8</sup> have estimated that each year, around \$1.6 billion in funding (ie excluding voluntary contributions) is provided from a variety of sources to fund the work of the sector. While a large amount comes from the government to pay for the services provided to specific groups of clients, there is also a considerable contribution from non-government trusts and bequests, and individuals also donate money from their after-tax incomes.

The New Zealand Household Economic Survey to the year ended 30 June 2001 shows the average amount spent per household per year on church, charitable and civic donations was \$168.<sup>9</sup> This compares with Canadian evidence based on tax data that records the median (i.e. middle of the range) donation made among individual Canadians who filed tax returns in 2002 was \$210.00 (Canadian dollars).<sup>10</sup> One quarter of all those in Canada who filed tax returns made donations that year.

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<sup>6</sup> Wellington NZ The Treasury 1989 Report to the Minister of Finance and the Minister of Social Welfare by the Working Party on Charities and Sporting Bodies.

<sup>7</sup> Ministry of Social Development *Communities and Government. Potential for Partnership. Whakatapu Whakaaro, April 2001*

<sup>8</sup> David Robinson and Pat Hanley (2002) *Funding New Zealand, 2002. Resource flows to the community non-profit sector in New Zealand*. A report prepared for Philanthropy New Zealand. Wellington, Social and Civic Policy Institute, July 2002.

<sup>9</sup> Statistics NZ, Household Economic Survey data for year to 30 June 2001, [www.stats.govt.nz](http://www.stats.govt.nz)

<sup>10</sup> Statistics Canada, Media Release in October 2003, online at [www.statcan.ca](http://www.statcan.ca). n.b. It is not known whether this statistic is a measure of the same donation items included in the New Zealand measure.

The cash funding received by voluntary agencies is only part of the picture. It is reasonable to suppose that the in-kind (i.e. not money) contributions from volunteers of personal time, expertise and goods effectively increases the value of the original funding base, probably by several times. It is this added value that the VAVA project aims to identify. Different ways of considering this value and its implications for the role of voluntary agencies as part of the whole sector will lead to a more comprehensive understanding of the significance of the overall contribution of the voluntary sector to New Zealand.

## 3 Context

### 3.1 Defining the voluntary sector

The Community Sector Taskforce (established in 2002 to manage several projects relating to government-community sector relationships) has adopted the definition of the voluntary sector created by the Community and Voluntary Sector Working Party. The voluntary sector is defined to include all community and voluntary not-for-profit organisations throughout New Zealand.

For the VAVA project, the agencies whose participation has been or will be sought are those characterised by voluntary (i.e. free and unpaid) donations of time, and/or money and/or goods. Additional sources of value, such as central or local government contracts are often part of the picture, but are not always an essential element of the activities of such agencies.

It should also be noted that there is a subtle difference between the concepts *volunteer* and *voluntary*. The term *volunteer* implies the supply of free labour, donated willingly. The term *voluntary* relates to the economic context of the labour, but it is also widely used to describe the nature of an organisation i.e. established voluntarily by community processes. This means that *voluntary* when used in this context relates to organisational governance as well the status of the labour, implying community owned/managed and, therefore, community governed.

### 3.2 Voluntary work is economically productive

New Zealanders have been involved for several decades in efforts to get the value of unpaid work officially recognised<sup>11</sup>. While it is perhaps easy to recognise that housework in domestic settings should be recognised as essential productive work, many people have not shared the same perception about the provision of services to other people within the household, or within voluntary work settings. Because it involves the contribution of unpaid goods or services by people who are free to do it, voluntary work is often considered to be in a category of its own, outside and additional to the measurable economy. Indeed, there are some volunteer activities that would not occur outside the volunteering context. The motivation to provide free labour is the most important consideration for some people, who would not necessarily choose to spend their time on such activities if they were paid and/or took place in the for-profit sector.

It is acknowledged that there are many benefits to volunteers as well as benefits for the recipients of the goods or services being given. Benefits include tangible learning opportunities, increased skills and experience at delivering services and/or in administering the service delivery structures. Less tangible, but nevertheless real benefits include the sense of satisfaction and enjoyment people experience from volunteering. That sense of satisfaction and connectedness with the community is often considered to set voluntary work apart from paid work in the market economy, since it usually involves the feelings and sense of commitment of the volunteer. It is important to recognise that many people employed in the paid economy also experience feelings of satisfaction, commitment and self-worth arising from their employment.

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<sup>11</sup> e.g. see Marilyn Waring (1988) *Counting for Nothing: What Men Value and What Women are Worth*. Wellington, Allen and Unwin.

Despite the important benefits of volunteer work, the work itself, whatever its nature, is not the factor determining whether or not the activity can be called an output that is measured as part of economic 'production'. The internationally recognised method of determining whether an activity is considered to be production in the economic sense relies on the application of the 'third person principle' or 'market alternative criterion' to the activity being considered.<sup>12</sup> This criterion or principle establishes what is called the production boundary, where activities inside the boundary are considered economically productive. Activities outside the boundary include activities connected with leisure and/or with 'normal social practices and standards'<sup>13</sup>. These activities can be more in the nature of consumption of goods and services as opposed to production of them.

The general principle relies on whether the activity in question could have been done by a third person who could undertake that activity in the market economy if they wanted to. If so, then it counts as economic production rather than as consumption or leisure. For example, sleeping, eating or going to a gym cannot be delegated to anyone else.

This would remove the benefit to the person of the sleep, satisfying hunger or keeping fit and healthy to the person and so these activities are, by their nature, consumption.

On the other hand, walking the dog or weeding the garden can be delegated to a third person, as can baking a cake, driving a neighbour to the shops, raising funds for an organisation, or providing services to other people according to the purpose of the organisation. These activities, then, are potential contributors to economic production.

There are numerous examples of goods and services that can be made or performed by a third person, and as such, have market equivalents in the form of goods and services available for purchase. The work of volunteers who run organisations and produce goods and services that can be delegated to third parties can, therefore, be categorised as production, and accepted as having measurable economic value.

While the third person principle establishes a broad guide, there are some activities such as shopping (e.g. driving to the shops) that seem to be positioned on the very boundary of production. Some people might regard these as leisure rather than work. The individual's subjective perception of the amount of enjoyment an activity involves, however, is not relevant for the United Nations System of National Accounts (UN SNA) economic classification of the work as productive. The only relevant factor is whether or not the activity can be delegated to a third party, and could be bought and sold in the market.

Figure 1 shows how the activities of people living in households can be categorised in a way to distinguish the difference between their productive work and non-productive activities, within the 168-hour week. This information is based on the 1998/99 Time Use Survey with information then defined and categorised by Statistics New Zealand in 2001.

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<sup>12</sup> Statistics New Zealand (2001) *Measuring Unpaid Work in New Zealand 1999*. Wellington, Statistics NZ.

<sup>13</sup> Ann Chadeau (1992) quoted in Eurostat (1999) *Proposal for a Satellite Account of Household Production*, p.22.

**Figure 1: Average distribution of hours spent per week, on all activities by people aged 12 or over in 1998/99**

Type of activity	All activities			Non-productive	Total all activities
	Productive Market work	Unpaid work			
		For Households	Outside the household		
Examples:	Paid job, such as farmer; call centre operator; teacher; taxi driver	Food preparation; shopping for household; washing the dishes; weeding the vege garden; picking up the children from school	taking the neighbour to the shops; unpaid volunteer service provider for organisation; fundraising for voluntary org; training; administration and meetings etc.	Sleeping; eating and drinking; homework; having a shower; dressing; playing amateur sport; watching TV, videos	
Average hours in a week	23.6	25.9	1.7	116.8	168.0
Percentage of total (%)	14.0	15.4	1.0	69.5	100.0

NB. The data for this figure are sourced from Statistics New Zealand (2001) *Measuring Unpaid Work In New Zealand*, Figure 8 p. 32. The data are from the NZ Time Use Survey 1998/1999, and show the average times spent on these activities i.e. total time averaged over all New Zealanders aged 12 years and over. The average times for people who participated in the paid activities would of course be higher than these population averages.

The position of the production boundary illustrated above is consistent with the official accounting terms (via the UN SNA) used internationally to define productive activities.

Although recent years have seen a growing acknowledgement of the value of unpaid work carried out in the household and the community, the theoretical model underpinning the UN SNA is based on evidence of market transactions (where willing buyers and sellers determine the value of the exchange). Hence, unpaid work activities are not included within countries' national accounts. Instead, the UN SNA recommends publication of a satellite, or additional account of household production, to accompany the main accounts.

While the household production of *goods* (as well as the employment of domestic staff in households) is now included with the UN SNA accounts, the production of *services* is not. *Services* in this context includes services produced within households for the use of people in the same households, unpaid services produced by people in households for the use of people in other households (i.e. informal helping and caring for people in other households), as well as voluntary work carried out on an unpaid but organised basis.<sup>14</sup>

<sup>14</sup> See Eurostat (1999) *Proposal for a Satellite Account of Household Production*.

A major reason cited for anomalous inclusion of unpaid *goods* but not *services*, has been the methodological difficulty in measuring the value of the unpaid production of *services* – more difficult than estimating the value of *goods*. As the methodology develops and ways are found to measure the items, it can be expected that at some point in the foreseeable future the UN SNA recommended approach to governments will be to include the production of unpaid services as well as goods, either in the household satellite account, development of which is currently strongly supported by the UN Statistical Commission, or within the main structure of the national accounts.<sup>15</sup> Only then will countries' national accounts show the economic contribution each year of unpaid voluntary work, alongside that of the market economy.

### 3.3 Voluntary work fulfils government policy objectives

The presence of patterns of social connectivity within communities, involving actions as well as relationships, has always been a defining feature of what it means to be a community. The provision to members of the community of friendship and support, opportunities to achieve recognition, practical assistance in times of crisis or need, and the subtle regulation of behaviours and relationships within communities are ongoing features of most societies. Modern governments recognise the value of this activity and influence at the community level, wishing to avoid duplication at the expense of taxpayers who are, after all, members of the community.

Many government agencies rely on the voluntary sector to fill gaps in their service delivery and to improve service effectiveness through direct focus on client needs. When voluntary sector services available within communities are factored into government planning, with government organisations then relying on those services being available, it can be seen that the work of the voluntary sector has become a vital part in achieving government objectives for the community. In many cases, central or local government organisations are prepared to contribute funding, and sometimes other items of value such as goods or expertise.

Based on the 10 participants studied here, government contracts for funding do not meet the full cost of the service. Instead, the shortfall is considered to be the community's contribution to the availability of the service. Any further contribution of value by the community through the unpaid actions of volunteers is not factored in. The results of the VAVA project will indicate just how big that previously unknown contribution of value can be, laying a foundation for future discussion of how the appropriate proportion of the contribution of each party can or should be determined.

Government policy interest in an effective voluntary sector goes beyond service provision. Governments also wish to enhance social cohesiveness, through the contributions that the community sector makes to the community. Further, there is increasing evidence that boosting social cohesion through meeting community needs is a mechanism for improving the economy's productivity. Thus, new perspectives about the determinants to economic production are being analysed. These are supported by a project at Statistics New Zealand to relate concepts of non-market production to the development of satellite national income accounting modules.

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<sup>15</sup> For an account of work undertaken by the ONS in the UK to investigate the value of outputs, see S. Short (2000) *Time Use Data in the Household Satellite Account*, Office of National Statistics, United Kingdom.

### 3.4 Measurement of time spent on voluntary work

For several decades now, a core group of mostly OECD countries has been gathering data on the way their citizens use their time. Time Use Surveys gather information about what activities a sample of their citizens are engaging in, in small blocks of time. The standard methodology involves a 24-hour time diary divided into intervals – usually 5–15 minutes, and the respondent records what they are doing during each time interval, or ‘episode’.

When added together, the data indicates how much time in total is spent on all activities within the average day, and by whom. The blocks of time spent on particular activities are then coded according to a detailed activity classification, so the length of time spent by everyone on any one activity can be added up. When the total time is then divided among the numbers of people in the population, the average time spent per head of population (or population group) can be calculated. This methodology offers a reliable means by which the number of hours people contributed to unpaid work can be determined (as well as the time on all other activities), within the dates of the survey’s collection.

Statistics New Zealand conducted New Zealand’s first full Time Use Survey during the year 1 July 1998 to 30 June 1999, among a sample of over 8,500 respondents aged 12 and over who each filled out a time diary over 48 hours.<sup>16</sup> Since the survey was commissioned by the Ministry of Women’s Affairs primarily to identify the annual volume of unpaid work undertaken by New Zealand women and men, the survey developed a detailed activity classification to guide the coding of the data from the time diaries into categories to separate unpaid work in the household from unpaid work undertaken for people outside the household.

A further division was then made relating to the time spent on activities for people outside the respondent’s household, into unpaid work carried out *informally* (i.e. helping friends and neighbours) and unpaid work carried out in *formal* settings (i.e. for voluntary organisations). This last category was assumed to equate most closely to the activities of the voluntary sector, and provides a measure of the time New Zealanders spent doing voluntary work on an unpaid basis, during the survey year.

The Time Use Survey results show that among the survey population, on average females spent more time than males doing unpaid work for organisations (14 minutes per day, compared with 12 minutes for males). By far the most time spent by people on voluntary work was associated with leisure and recreation (i.e. running sports clubs, coaching teams etc.). Males spent more time than females on voluntary work in this category, and also for organisations associated with community safety and protection, such as volunteer fire service duties. Females spent more time than males on voluntary work activities in all other categories, including disability and health services, social support and assistance, education and the residual category of ‘other’.<sup>17</sup>

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<sup>16</sup> Statistics New Zealand and Ministry of Women’s Affairs (2001) *Around the Clock. Findings from the New Zealand Time Use Survey 1998-99*. Wellington, SNZ and MWA.

<sup>17</sup> See *Around the Clock*, ref. above, p61.

According to the Time Use Survey, the average time spent per person on all voluntary work for non-profit organisations is 13 minutes per day. This is then multiplied up by the population (at the time of the survey this population totalled 3,032,740 people). Then it is converted into the equivalent of full-time 40 hour per week jobs during the 47 productive weeks of the year (leaving aside three weeks of leave and a further two weeks of statutory holidays). It shows that in New Zealand in 1998-99, the voluntary sector as a whole donated productive time equivalent to 127,574 full-time jobs (FTEs). This is equal in size to over 5 % of the total workforce. While the amount of average time for organisations other than sports and recreation organisations will be less than the average 13 minutes in total per day per person, the data provides evidence that the time spent on volunteering is significant.

More recent results from the 2001 Population Census have now shown that during the four weeks before the Census in March 2001, a total of 428,403 women and men aged 15 years and over had engaged in organised voluntary work.<sup>18</sup>

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<sup>18</sup> Statistics New Zealand, *2001 Census of Population and Dwellings, National Summary Table 31*, online at [www.stats.govt.nz](http://www.stats.govt.nz).

## 4 Methodology

The VAVA methodology has been developed to examine both the market and non-market activities of not-for-profit agencies.

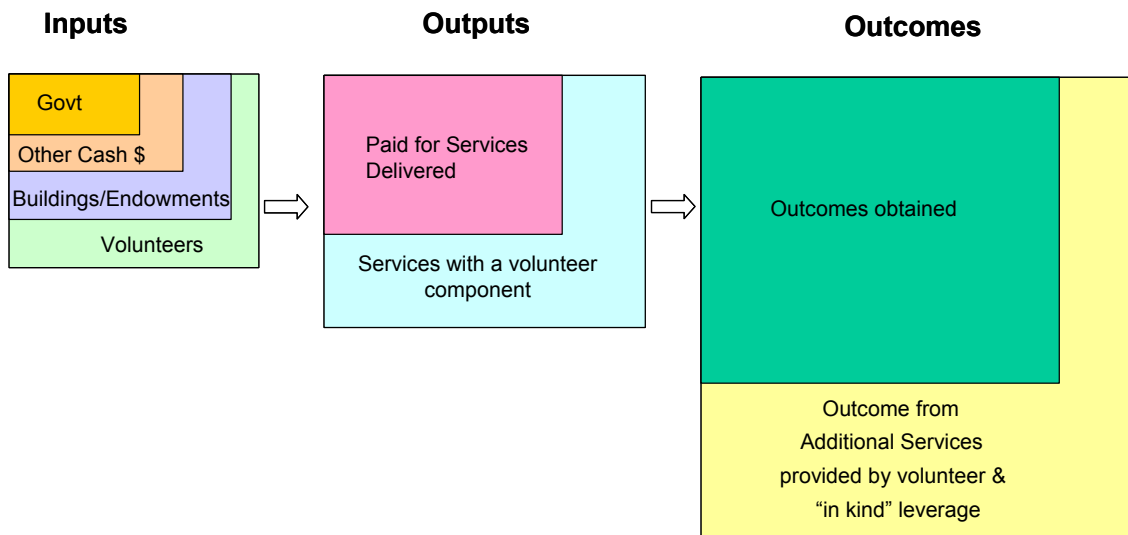
### 4.1 Inputs, outputs and outcomes

This study of inputs-voluntary-value-added, is a first step to collect data and further define a methodology to calculate the value added to the economy by the voluntary sector. Once outputs are valued, it also becomes possible to estimate an added value of outcomes measures both monetary and non-monetary inputs used in the provision of services.

Further work will be required to value the services themselves (the outputs), before approaching the ultimate goal of assessing the full value of the outcomes arising from the provision of the services. These outcomes are currently experienced by everyone receiving, providing and funding the services, but their comparable value is unknown.

When the value of such outcomes can be identified, the full extent of voluntary agencies' investment in outcomes for their users/clients will be more easily understood and appreciated. The following diagram represents the relationship among inputs, outputs and outcomes, showing how inputs of time, money and goods are combined by voluntary agencies to produce services or outputs. The outcomes are of larger value still.

**Figure 2: Relationship of Inputs, Outputs and Outcomes**



Source: PricewaterhouseCoopers

## 4.2 Inputs-voluntary-value-added

The initial focus of the VAVA project is to quantify the voluntary inputs that are added by the 10 participating agencies to their other inputs. These inputs combine to provide services and other aspects of organisational maintenance. Inputs include people's time and skills, donations and in-kind contributions such as buildings, vehicles and computers. Standard economic measures of business activities include only those items with an established market value, such as wages, rent and raw materials.

The quantity of inputs-voluntary-value-added, refers to the estimated monetary value of previously uncounted inputs contributed by those agencies, over and above the items whose value is already known and accounted for each year in financial reporting. The VAVA project concept of inputs-voluntary-value-added includes the combined value of volunteers' time and skills, as well as the value of donated goods and free or subsidised services. In that part of the economy outside the private household, only the voluntary sector engages processes to mobilise these resources to use as inputs for the provision of their services. Almost nothing is known about how much it is worth on an annual basis, but it is likely to be a large amount.

**Figure 3: The components of inputs-voluntary-value-added**

Inputs-Voluntary-Value-Added	
Equals the sum of:	In-kind labour and skills plus
	Donated and discounted goods plus
	Subsidised access at no charge to inputs e.g. phone, use of premises, etc. plus
	Cash donations

## 4.3 Value of volunteer labour

For the input level of evaluation, the largest factor contributing to the total value added for the 10 agencies examined is the amount of voluntary labour donated to them by private individuals<sup>19</sup>. Most of the 10 participating agencies have reported substantial numbers of hours worked on their behalf by volunteers, who undertake a very wide variety of roles. One of the study's aim is to estimate the monetary value of the hours worked by volunteers. Participating agencies were invited to nominate appropriate wage rates for their volunteers by the three different categories:

- volunteer workers;
- volunteer managers; and
- volunteer board members.

The rates for these three groups were distributed over a very wide range, a reflection of their diversity. In the category of volunteer workers in particular, the levels of skill and responsibility can vary widely within an agency, as well as among different voluntary agencies.

<sup>19</sup> However, we wonder whether, as agencies focus more on the means of achieving more effective outcomes, they may identify other assets currently unrecognised such as tools of trade, buildings, and other in-kind contributions. While these are unlikely to approach the value of the volunteer labour contribution of most agencies, they are possibly higher than quantified in the case studies so far.

As measurement of the monetary value of volunteer hours will necessarily reflect the labour rate or rates chosen, the VAVA project has developed an approach to standardise the resulting labour values by applying the same wage rates for the labour across the 10 case studies. Different rates have been applied to the data hours spent volunteering in the different categories, to indicate results within the context of different scenarios indicating low, medium and high-value results. This will aid interpretation of the results regarding in-kind labour value donated by volunteers, within a context of value appropriate for individual agencies' circumstances. Such circumstances would include whether the work:

- is of a very basic nature (e.g. filling envelopes)
- requires a level of skill (such as teaching English as a second language, or caring for someone with a disability)
- implies greater administrative and legal responsibility (i.e. a volunteer board member).

The central issue is not the exact market skill level of the volunteer, but the value of their work to the organisation. The VAVA approach is aligned with the established market replacement cost (individual function), an established labour valuation methodology. Further details of labour costing methodologies are described in Appendix 1.

The following matrix at Figure 4 below illustrates the hourly rates chosen for the three scenarios developed to illustrate the potential range of value added among the 10 agencies, where the valued applied is related to the amount paid for similar skills in the market place.

**Figure 4: Three scenarios of the value of volunteer labour, expressed as hourly rates based on equivalent paid employment**

Category of voluntary work	Low	Medium	High
<b>Volunteer workers</b>	Basic clerical wage (1) \$10	75% of averaged Remuneration Report rate (5) \$14.13	100% of averaged Remuneration Report rate(5) \$18.83
<b>Volunteer managers</b>	Average wage (2) \$17.82	85% of averaged Remuneration Report rate (5) \$22.80	100% of averaged Remuneration Report rate(5) \$26.83
<b>Volunteer board members</b>	Govt Mgt Board Rate: Level 6 (3)(4) \$100	Core Govt Board rate level 3 rate (6) \$187.50	Core Govt Board level 1 rate (7) \$312.50

- (1) Chosen to reflect a basic rate for unskilled labour, a little above the adult Statutory Minimum Wage current during the research year, of \$8.50 per hour. Source: Department of Labour online at: [www.ers.dol.govt.nz/pay.minimum](http://www.ers.dol.govt.nz/pay.minimum).
- (2) The average hourly amount received from wages and salaries during the research year. Source: Statistics New Zealand, Quarterly Employment Survey, results for the June quarter 2003.
- (3) All subsequent calculations for the value of board members' time assumes 10 meetings per year, and 8 hours per meeting. Therefore all of the rates for annual fees for board members have been divided by 80, to estimate the appropriate hourly rate.
- (4) Derived from middle rate of Level 6, at annual fee of \$8,000 p.a. for Government Management Boards. Source: Cabinet Office Circular CO (03) 4, Annex 3, online at [www.dPMC.govt.nz/cabinet/circulars/co03](http://www.dPMC.govt.nz/cabinet/circulars/co03).
- (5) Based on average of the rates for a range of jobs with similar job content and at several levels of seniority (e.g. including Welfare Services Manager, Welfare Worker, Community Programme Co-ordinator, Counsellor and External Educator.) Rates for each job advised in the April 2003 report *Remuneration in the Voluntary Welfare Sector* by Watson Wyatt. In that report rates are expressed as annual salaries, which have been converted here to hourly rates by dividing by 2000 hours.
- (6) Derived from middle rate of Level 3, at annual fee of \$15,000 p.a. for Government Management Boards. Source: Cabinet Office Circular CO (03) 4, Annex 3, online at [www.dPMC.govt.nz/cabinet/circulars/co03](http://www.dPMC.govt.nz/cabinet/circulars/co03).
- (7) Derived from middle rate of Level 1, at annual fee of \$25,000 p.a. for Government Management Boards. Source: Cabinet Office Circular CO (03), online at [www.dPMC.govt.nz/cabinet/circulars/co03](http://www.dPMC.govt.nz/cabinet/circulars/co03).

A further aspect of donated labour inputs concerns any additional hours contributed by paid staff employed in voluntary agencies, over and above the time they are paid for. This kind of contribution is certainly not unique to the voluntary sector - it also occurs in many market sector organisations. The time, if counted, could legitimately be added as a volunteer labour input.

#### **4.4 Inputs and outputs**

For the VAVA Project, each participating agency has completed a template developed by the project team. The template records the information about voluntary inputs in a standardised way across the agencies. The information sought from agencies focused on the inflows and outflows of inputs, including cash received and spent, and in-kind inflows of time, donated goods and assets.

The time and materials that are combined to produce goods or services are 'inputs'. These inputs combine to make up the supply of the goods or provision of the service itself (i.e. the sum of all the inputs) and are categorised as 'outputs'.

Each output, for example a support service for people with a specific disability, can be valued with reference to the price of those goods and services in the market, if such a service exists. A major problem for this type of analysis is that in some cases, equivalent services do not exist in the market and so no market price is available. A further complication is the issue of quality, where there may be no available method to ascertain whether the output of the unpaid work is indeed equivalent in all respects to the marketed service for sale. Much work would therefore be involved in calculating output values. In the context of the VAVA Project, inputs are more straightforward to calculate, and more data is readily available to use. But the time spent donating labour is not the only input of value. As well as their labour inputs, other forms of in-kind contribution are also made by volunteers and other contributors, including goods and expertise, as well as contributions of money from philanthropic grants and fundraising in the community.

This report focuses only on the voluntary inputs that are combined to provide the goods and services of each agency. These are the basic components for calculating the output value of the services produced. The basic methodology analyses the comparative value of inflows (i.e. inputs) as well as the value of outflows through expenditure (labour and goods used up in that year) in the process of producing what the agency does. This is illustrated in the following figure showing the steps involved. The total value of the service can be considered to equal the expenditure involved in providing the service, plus the imputed annual value of donations in kind, plus the value of the volunteer labour.

As illustrated in Figure 5 below, outflows of value can also be measured in the form of expenditure, plus the value of used goods or resources such as donated materials or assets such as property, cars and computers, plus the labour time of the volunteers.

**Figure 5: Relationship of inflows to outflows**

<b>Contribution</b>	<b>Inflows</b>	<b>Outflows</b>
Cash	Income(1)	Expenditure
+	+	+
Donations in kind e.g. buildings, computers	Received	Used (imputed amount per annum)
+	+	+
Volunteer Labour	Received	Used
<b>Total contributions to agency</b>	<b>Total value of inflows during the year</b>	<b>Net value added (total value added to production of outputs during the year)</b>

Source: PricewaterhouseCoopers

(1) Income or Revenue to a voluntary agency is a contribution of grant funding for services purchased and cash donations.

When it comes to calculating the value of these items, a number of assumptions are necessary about how best to measure them. For the agencies involved in the VAVA project, the following guidelines were adopted:

- The labour inputs include volunteer labour
- The cash inputs (including donations) are equivalent to their monetary value
- The value of other inputs such as donated goods is calculated according to the length of time those goods can be used, applying standard IRD depreciation rates<sup>20 21</sup>
- Subsidised uses of resources during the research year are included to take account of the avoided rent or cost that would otherwise have been incurred.

Other potential factors that can be taken into account in such calculations are the avoided (imputed) rental value of assets such as property purchased and then used by the agency in the course of its business, and also assets such as personal computers used at home for the purpose of the voluntary service organisation. In fact, none of the agencies involved provided data at this personal level. If the data had been available, it would have been added (via in-kind resources) into the total value generated by the agency.

#### **4.5 Data collection**

Data routinely collected by voluntary agencies is financial data of income and expenditure and other, generally accounting information that has been required for government purposes for accountability to funders and to other stakeholders. As volunteers and some other voluntary contributions do not involve direct revenue or expenditure, information about them has not been routinely collected.

The information provided for this study has been provided in 10 different ways by the 10 different case study participants. For example, those participants who had been keeping track of volunteer hours on an annual basis, grouped them in a number of different ways.

<sup>20</sup> Inland Revenue Department, form ir260.

<sup>21</sup> The rates used in compiling this report therefore distribute the value of donated buildings over 50 years, vehicles over five years, and computers over four years, so that in any one year such as the 'representative' year of the VAVA research, the value added by donated assets is estimated as one year's worth only.

#### **4.6 The research year**

The data reported by each of the 10 VAVA agencies relate to a recent 12-month period for each agency when there was the most complete data. The actual years were spread between 1 July 2001 and 31 March 2003 (the 'research year'). For the purposes of this research, the most recent 12-month period of data from each agency has been assumed to reflect its annual operations, and has therefore been treated as the best estimate of annual results.

In order to aggregate the results from organisations with different balance dates and different emphases within their data collections, the data was calibrated for each agency to present an annual perspective. This can show the number of hours and then the amount of value contributed during the research year by volunteers, all clustered into three occupational groupings, as well as value received from other sources.

A further point is that many agencies currently do not routinely collect this information. As it was collected specifically for this study - an update would require another exercise. The benefit to performance from data collected in this way, is that voluntary agencies will be able to have a more robust account of their value-added. Further, a principle of good management is to measure the things that you want to manage.

## 5 Key Results for Participating Agencies

These results, aggregated from a sample of only 10 voluntary agencies, illustrate clearly the magnitude of the volunteer contribution (i.e. the inputs-voluntary-value-added) made each year by the voluntary sector. The value of the donated time, resources and money mobilised by the activities of the voluntary sector is a significant factor in New Zealand's economy.

Only aggregated results are presented in this report, in recognition of issues of confidentiality and commercial sensitivity relating to each agency. There was significant diversity among individual results, demonstrating that how even 10 volunteer agencies vary widely according to their structure, funding arrangements and the way volunteer work is organised.

### 5.1 Total number of hours of volunteer work

Each of the 10 participating agencies reported data covering the number of volunteer hours worked, grouped by the volunteer time spent by volunteers directly providing services (volunteer workers), managers and board members.

The total number of hours of volunteer work estimated for the data provided by the 10 VAVA agencies during the research year was 7,638,238.

### 5.2 Total number of volunteer FTEs

The number of total hours worked by volunteers can also be converted to the number of equivalent full-time jobs. FTEs are calculated by dividing the number of hours worked by volunteers into a 40-hour week and assuming 47 working weeks (52 weeks less leave and statutory holidays) per year.<sup>22</sup>

Calculated in this way, the total number of full-time equivalents worked by volunteers for the 10 VAVA agencies during the research year was estimated to be 4,063.

Table 1 presents the average volunteer hours per agency and total number of volunteer hours reported by the 10 VAVA agencies, also calibrated as full-time employee equivalents (FTEs), according to the three different groupings of volunteer workers, managers and board members. All of the volunteer hours were aggregated into one of these three categories to indicate the size of the resource being committed to the different organisational functions of service provision, management and governance.

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<sup>22</sup> See Appendix 1 for details of how to calculate FTEs

**Table 1: Total reported hours for 10 VAVA agencies at each level of voluntary work, also calibrated as FTEs**

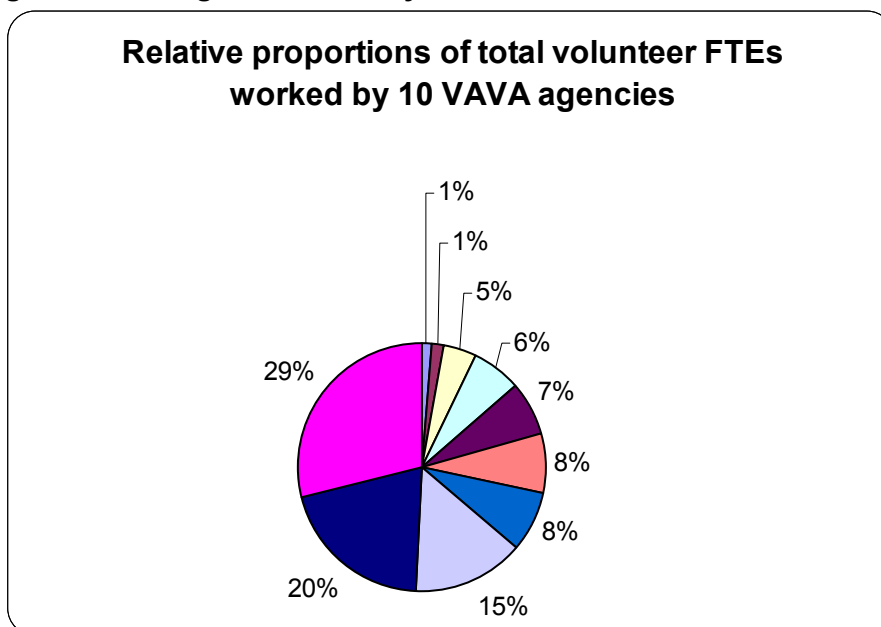
Level of Voluntary work	Average for 10 VAVA agencies		Total for 10 VAVA agencies	
	Number of hours per year	FTEs per year	Number of hours per year	FTEs per year
Volunteer Workers	685,013	364	6,850,130	3,644
Volunteer Managers	72,021	38	720,214	383
Board Members	6,789	4	67,894	36
<b>Total volunteers</b>	<b>763,824</b>	<b>406</b>	<b>7,638,238</b>	<b>4,063</b>

Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004.

The magnitude of the time spent by volunteers working for only 10 agencies in the voluntary sector, a total of over 7.5 million hours per year, is comparable in size to the total time worked by paid employees in the dairy industry and about 2/3rds the size of those employed by New Zealand's largest employer, the Ministry of Social Development.

The diversity among the 10 VAVA agencies, particularly in the number of volunteers working for each, means that averages presented in Table 1 above do not reflect reality for individual agencies particularly well. Figure 4 below illustrates the relative size of each agency's volunteer workforce in order of the number of volunteer FTEs, expressed as a percentage of the total number of volunteers working for the 10 VAVA agencies. In other words, one of the 10 voluntary agencies participating as a case study accounted for 29% of the total volunteer hours of all the combined VAVA case study participants.

**Figure 6: Relative proportions of volunteer FTEs worked by each of the 10 VAVA agencies during the research year**



Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004.

### 5.3 Proportion of volunteer FTEs to paid FTEs

Only 8 of the 10 VAVA agencies reported details of paid FTEs. The average among those 8 VAVA agencies reporting detailed FTEs for their numbers of paid staff was 406 volunteer-FTEs to 472 paid-FTEs. It is therefore reasonable to generalise that on average across all 10 VAVA agencies, volunteers contributed close to an equal number of hours as those carried out by their paid staff.

### 5.4 Total value of voluntary labour

Calculating the value of the labour worked by volunteers (i.e. in-kind labour) in each occupational group, as well as in total, has been one of the main objectives of the VAVA project. As the methodology section of this report outlines, three scenarios have been used to estimate the value for each type of volunteer contribution. Table 2 presents the results for the calculation of the value of voluntary work carried out for the 10 VAVA agencies during the research year for three scenarios.

**Table 2: Three scenarios indicating the potential range of the value of 10 VAVA agencies' total volunteer labour during the research year**

Level of volunteer	Lower value scenario: \$yr	Medium value scenario: \$yr	Higher value scenario: \$yr
Volunteer Workers	68.5m	96.7m	129.0m
Volunteer Managers	12.8m	16.4m	19.4m
Volunteer Board Members	6.8m	12.7m	21.2m
<b>Total \$ per year</b>	<b>88.1m</b>	<b>125.9m</b>	<b>169.5m</b>

Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004.

Based on the assumptions applied to value the work done by volunteers, the results in Table 2 indicate that the total dollar value of the hours of voluntary work among the 10 VAVA agencies ranged between \$88m and \$170m, with a mid-point at \$126m.

### 5.5 Total value of in-kind inputs other than labour

The total estimated value of donated goods, services and imputed annualised values of assets recorded by the eight VAVA agencies<sup>23</sup> reporting details of such inputs, was \$9,495,802 during the research year. Donated goods and assets come in many forms, including vehicles, furniture, computers and consumable items such as food and stationery. Subsidised services included subsidised rent on office premises, and subsidised access to utilities such as telephone, postage and electricity. It is likely that these items have been under reported in the study.

### 5.6 Total value of donated money

Total donations of money received by the 10 VAVA agencies during the research year reached \$42,096,808. Sources of monetary donations were fundraising, grants, bequests, and other contributions.

<sup>23</sup> NB. The composition of these eight VAVA agencies was different from the eight reporting numbers of paid FTEs.

## 5.7 Inputs-voluntary-value-added

Inputs-voluntary-value-added is the value added to the other inputs voluntarily, resulting from productive activities that have taken place outside any market transactions. In the research year, the range of the potential inputs-voluntary-value-added to the economy that was directly attributable to the operations of the 10 VAVA agencies, was between \$140 million and \$221 million. This range is derived from the range of total value of labour donated to the 10 VAVA agencies according to the three scenarios, plus other in-kind donations including assets, goods and subsidised services, plus monetary donations, as demonstrated in Table 3:

**Table 3: Potential range of total inputs-voluntary-value-added by 10 VAVA agencies during the research year**

<b>Totals for 10 VAVA agencies</b>	<b>Lower value scenario \$ yr</b>	<b>Medium value scenario \$ yr</b>	<b>Higher value scenario \$ yr</b>
<b>Total value of volunteer labour</b>	88.1m	125.9m	169.5m
<b>Total value of donated goods</b>	3.6m	3.6m	3.6m
<b>Total value of subsidised resources</b>	5.9m	5.9m	5.9m
<b>Total monetary donations</b>	42.1m	42.1m	42.1m
<b>Totals \$ per year</b>	<b>139.7m</b>	<b>177.5m</b>	<b>221.1m</b>

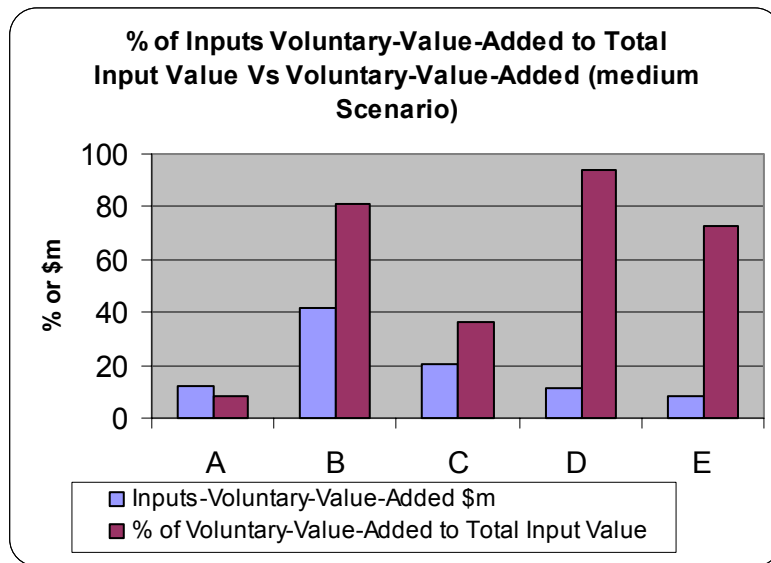
Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004

## 5.8 Ratio of inputs-voluntary-value-added to total inputs

Total inputs received by each participating agency during the research year included funding for services provided under contracts with government agencies and other bodies, as well as all the in-kind value discussed above in this report. The ratio of inputs-voluntary-added-value was then calculated for each agency. Even though these results were estimated as a potential range of values, according to which scenario was used to calculate the value of the volunteer labour, the results varied widely among agencies. Much of this variation is due to factors such as number of volunteers, organisational structure, the number and size of contracts generating income to the agency, and the extent of reliance by each agency on fundraising and other monetary donations as a source of income.

In the analysis of the data for the participating agencies, no consistent pattern was observed among these factors. Further, among the 10 participating agencies' results, the ratio between inputs-voluntary-value-added and total inputs ranged very widely indeed. Figure 7 below demonstrates this very wide range of the percentage of total input value that is made up by inputs-voluntary-value-added, among a selection of 5 of the VAVA agencies (applying the medium scenario). The selection has been chosen to illustrate the range of the diversity among the 10 participating agencies. This level of diversity is likely to be typical of other agencies in the voluntary sector.

**Figure 7: Comparison of the ratio of estimated inputs-voluntary-value-added (IVVA) as a percentage of the value of total inputs, with the estimated size of inputs-voluntary-value-added (medium scenario of value), for 5 participating agencies**



Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004

\* Note that the results for estimated total inputs reflect major differences among agencies re their access to market income from contracts etc, as well as the extent of their reliance on fundraising and other voluntary inputs.

Total Input value as applied in figure 7, combines a number of components, such as income gained from contracts or sale of goods, as well as the estimated value of inputs-voluntary-value-added. In comparison, for a profit making business all the inputs that go into the production of outputs have a costed value. Figure 7 shows the IVVA for 5 agencies.

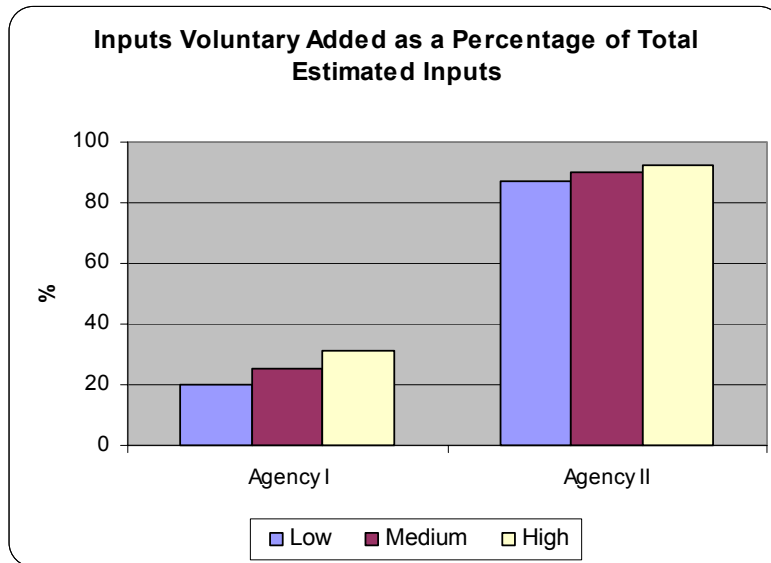
For all 10 participating agencies, our estimates of total inputs show that they range in size from \$10 million annually to \$156 million. The total inputs of the 5 smaller agencies are costed at under \$20 million. Of the remaining, 4 agencies, total inputs are under \$60 million and estimates the largest agency put total costs at over \$150 million.

Adding up the total input (paid and voluntary) for producing services, the 10 agencies have an estimated \$421 million in total inputs in 2002.

The second comparison in Figure 7 is the proportion the voluntary inputs are of the total inputs. In case D the voluntary agencies, IVVA makes up nearly 100% of the its inputs. Case B has an IVVA of around \$40 million and these make up around 80% of its total inputs.

To illustrate a further aspect of the diversity among the 10 participating agencies, Figure 8 shows the estimated value of inputs-voluntary-value-added as a percentage of the total inputs for two example VAVA participants. The figure shows these proportions are sensitive to factors other than the values estimated according to the three scenarios of voluntary labour value. In other words, there are a diverse range of factors that impact on voluntary agencies.

**Figure 8: Inputs-voluntary-value-added as a percentage of the value of total inputs (including all sources of funding as well as all in-kind value)**



Source: Data supplied by 10 voluntary agencies for the research year applying to each. Analysis by PricewaterhouseCoopers for the Value Added by Voluntary Agencies project, April 2004

The interesting insight from Figure 8 is that even using the three scenarios, the percentage of inputs made up of inputs-voluntary-value-added ranges from approximately 25% to 85% of total inputs.

## 6 Themes from the VAVA Voluntary Inputs Project

A number of significant themes have arisen from the VAVA analysis. A key theme relates to the diversity of the agencies. Apart from their effectiveness in mobilising voluntary labour and other donations, the major feature of the 10 VAVA agencies is their diversity from each other. The extent of this diversity and the range of characteristics involved indicates that even within this group of 10, it would be inappropriate to assume there are a set of fundamental similarities in their role and operations. Each agency has different forms and services, and is unique in the way the time and skills of volunteers are combined with donations of goods and services, and with funding from government and individuals to create outcomes of value to all.

Without the new information collected for this analysis, the extent of diversity among agencies was not visible before. Those wishing to apply a standardised approach across the voluntary sector need to do so with caution. These themes are now discussed below.

### 6.1 Visibility of the inputs-value added to the economy by the voluntary sector

With the information collected from the VAVA project of the value attributed to voluntary contributions (people's time and in-kind donations) can be estimated. This enables a more comprehensive picture to be developed of the value of voluntary agencies than is possible by just focussing on the amount of cash donations.

Making visible the volunteer component of the value added to the economy each year by voluntary sector agencies will enhance the understanding of the component. Agencies already regard it as a legitimate aspect of their business, and this approach gives it a recognisable value alongside that of other resources.

### 6.2 Recognition of the value of the voluntary sector

Making the voluntary sector visible enhances the recognition and respect for this role in a threefold way:

- Within the sector, by building understanding and awareness of the role, impact and significance of their work, and strengthening concepts of identity and place in society
- Providing information and opportunities for dialogue and discussion (not comparison) with other sectors, especially government and business sectors to achieve increased social objectives
- Building understanding, respect and recognition for the role of the voluntary sector in New Zealand from a wider public perspective.

### **6.3 Paradigm shift from liability to investment**

Among outside institutions, the visibility of the estimated economic value added by the voluntary sector will contribute to an increase in knowledge about the voluntary sector's power to enhance investment in their work.

This full recognition of the role and value of the voluntary sector enables a paradigm shift, from the perception of the voluntary sector as a liability ( in terms of being a net consumer of funds and as high risk enterprises) to being an investment, providing considerable added value for society in terms of time, money and goods invested in it.

### **6.4 The magnitude of the added value**

The magnitude of the value added by measuring the inputs of only 10 voluntary agencies suggests that the total value added by the entire voluntary sector could be larger than previously thought before this study was completed. Once further data becomes available within the sector for all its voluntary inputs, it is likely to reveal even larger estimates of the voluntary sector's previously unmeasured contribution.

Different approaches to measurements are possible. In the VAVA project, voluntary value added is primarily expressed in monetised terms, where the equivalent cash or market value of the donated time, goods and services is estimated according to established and recognised methodologies. The result is the equivalent dollar-value of the labour, goods, services and cash donations that have been mobilised by the activities of the voluntary sector.

Another way of expressing the largest component of voluntary value added, the donated labour time, is to convert the number of hours into full-time job equivalents. This makes it possible to compare the size of the workforce of volunteers with that of the labour force in the market economy. Both the dollar value of the voluntary value added and the number of FTEs reveal that the contribution of the voluntary sector is a large element of the economic value created in New Zealand each year.

### **6.5 Diversity**

Within the 10 agencies, all focus is on providing services that fit within the general category of 'welfare'. Services are provided for people with specific but very diverse needs, requiring the application of a wide range of skill-sets and knowledge on the part of the volunteers. Day-to-day operations include:

- services to help people with various disabilities and chronic health conditions;
- early childhood care and education;
- English language and literacy skills;
- access to information;
- support in times of adversity.

The organisational structures and administrative processes also varied considerably across the 10 agencies, to the point where there is almost no 'typical' voluntary sector agency. The agencies differ widely on such factors as the extent of centralisation of operations, and whether any production or sale of goods takes place as part of the service offered. Other differences reflect the extent of donated assets or subsidised use of assets.

Size or volume of business is one of the most obvious differences, reflected widely by differing:

- numbers of volunteers and proportion of the workforce which is voluntary;
- numbers of volunteer hours;
- proportion and amounts of government funding;
- engagement in business processes such as providing goods and services for sale to clients;
- whether government funding is provided as a fee for the services provided, or as a contribution towards those costs.

It is not possible to examine these conditions individually within such a small sample, to achieve any meaningful sense of comparison beyond an appreciation that, rather like the private sector, substantial differences exist.

The administrative arrangements and size of each agency also reflect diverse contextual factors, including:

- the time when the agency was developed;
- the particular need(s) the agency was set up to address;
- the number and geographical distribution of people in New Zealand with those needs;
- whether the agency is consciously moving towards a market sector style of operations or has preferred to remain outside the market model;
- whether meeting those needs has always been accepted to be part of central government responsibility, or whether the voluntary sector has initiated action in advance of central government commitment.

A further element of diversity relates to the achievement of outcomes broader than those relating to standards of their own performance, and whether these are targeted as part of each agency's strategy.

## **6.6 Importance of collecting information**

The process of collecting data to build the first 10 VAVA case studies has revealed the importance of collecting information, and of the future value of collecting it in a standardised way across the sector. Although the value added by individual agencies (i.e. the inputs-voluntary-value-added) is significant, it is also important to be able to estimate the total value added for the sector.

The analysis could ideally cover all aspects of agency operations, not just those activities related to service provision. Although the collection of information is not without internal cost to the agency, value of the full range of inputs will never be known unless they are counted. Within agencies, the information can be used for management of effective outcomes, for efficient management of in-kind assets, and to manage the balance between in-kind contributions and other inputs.

Designing a standardised, sector-wide approach has the advantage that data could be aggregated across the sector. It also provides a potential basis for comparison of practice among agencies, particularly to gain greater understanding of the features of voluntary agencies that are different from organisations in the market sector.

## **6.7 Role of voluntary agencies in fulfilling government objectives and responsibilities**

The services that are provided by many voluntary agencies are more than filling gaps – often they are essential to the government achieving its objectives for specific client groups. Much government welfare policy is predicated on a model of partnership with the community, to meet the needs of community members. The voluntary sector plays a crucial role in mobilising donations of time, services, goods and money to be combined with government funding to produce welfare services. Many of the volunteers have attributes related to the way they are able to engage with clients, that make them particularly appropriate for performing the tasks required. Many services are able to be aligned with local community values, as well as with central government objectives.

## **6.8 Other in-kind value**

Among the 10 participating agencies, reporting varied widely on other forms of donated resources apart from volunteer activities, with some agencies reporting substantial amounts of input value in the form of donated goods such as buildings, furniture, vehicles and consumable items, and some none at all. This difference emphasises the importance of collecting information to enable a more accurate assessment of the effectiveness of efforts to mobilise donations of resources. Similarly, some agencies reported their use of free or subsidised services such as telephone and postal services, and free use of premises and computers, etc. while some reported none. The value of such resources as inputs to be used in the provision of services (i.e. the outputs) cannot be underestimated. For example, an issue that has not been able to be resolved in the current case studies is that of estimating the depreciation of donated goods, since information about their current market value was unavailable.

A further aspect that could be explored with more detailed information is the value of goods donated to service users, or goods provided at a subsidised cost. Such goods, however, are likely to be classified as outputs, along with the services provided. This is an area for the next phase of study focused on outputs.

## **6.9 Benefits of voluntary work**

Although the focus of the VAVA project is on voluntary sector agencies' use of inputs for providing welfare services, a wide range of benefits have been described during this study. Such benefits would be quantified in the context of further work focused on outcomes, where they would include:

- *volunteers* – training, skill acquisition, for example from working in a governance role, satisfying altruism, contributing to the present or future welfare of family members, and so on;
- *voluntary agencies* – their goals are met in the context of the values of the voluntary sector and their workforce is motivated and loyal;
- *service-users, or clients* – they receive essential services at low or no cost, and sometimes goods as well and their quality of life is enhanced;
- *governments* – policy objectives are met, responsibilities for people with a range of needs eligible for services are met;
- *society* – social capital is increased because of the work of voluntary agencies, revealed by the results of this study.

## 6.10 Uses of the information

The results of the VAVA project provide a new and insightful range of information for voluntary agencies to use in a range of circumstances, including

- *performance management tools such as:*
  - monitored and evaluated annual information about volunteers, what they do, when they do it and how they make a difference to an agencies outputs of services and goods;
  - increased focus on volunteer management, such as training and support programmes;
  - the balance of volunteer hours and/or FTEs to those for paid staff;
  - the balance of numbers/FTEs of volunteers at each level of work (this would be enhanced by data about the number of paid managers and the distinction between what they do and what is the role of the volunteer managers);
  - regular monitoring and evaluation of the ratio of inputs-voluntary-value-added to the value of total cash and in-kind inflow;
  - the proportion of funding received from different sources;
  - new appreciation for the way voluntary sector agencies multiply the value of government investment, by attracting voluntary contributions of non-market inputs, such as volunteer labour, in-kind goods and donations of money and assets.
  
- *to demonstrate value added* - Much of the unique position of voluntary sector agencies in the economy relies on their ability to motivate and mobilise donated labour, goods and services using community-based governance structures and processes. Attaching a monetary value to this mode of production can only increase levels of respect for the voluntary sector, as a legitimate and effective investment opportunity.
  
- *a basis for sharing good practice* - Although the extent of analysis in this stage of the VAVA project is necessarily confined to the level of detail in the data collected, comparison of the standardised results among agencies would still permit agencies who wish to compare results to learn from each other's experience, gaining understanding into how other agencies mobilise voluntary resources, and how they combine them to produce services. A potential basis for identifying best practice has emerged.

The diversity of the sector, however, provides an important lesson about the use of benchmarks. Any comparison is only as useful as the understanding of each agency's own objectives and the context where any comparisons are being made.

## 7 Conclusion

The VAVA project aims to examine the value-added of the voluntary sector. By doing so, it raises awareness of what the sector contributes. The voluntary sector adds benefits above the amount that is funded by the taxpayer. This report examines the value added through voluntary inputs. Government funding then is an investment in the sense that each dollar spent attracts voluntary inputs that can be applied to the provision of additional benefits in the form of more services and higher quality service delivery.

This report has described a framework for collecting volunteer input information. With the template that has been developed (see Appendix 2), the information gathered can now be used by all voluntary agencies as a management tool. Government can apply this approach to develop policy around community and voluntary sector organisations. This approach makes visible the contribution voluntary agencies make to the economy.

Only 10 voluntary agencies' results have been examined. The magnitude of the voluntary inputs of only these organisations is estimated to be \$177.5 million, taking the medium scenario and using conservative assumptions. This illustrates the importance of the voluntary sector's role in enhancing the value of the donated time and other resources. A description of the activities of the 10 participating agencies (see Appendix 3) shows that the voluntary sector play a significant role in New Zealand's economy.

Also measuring the value added by the voluntary sector makes possible a more comprehensive understanding of the way voluntary agencies operate. It shows a more complete picture of how they provide community-based services focused on client needs.

## 8 Further VAVA Stages

Phase one of the VAVA project has analysed the estimated inputs-voluntary-value-added for 10 voluntary agencies. Future stages could examine the relationship between inputs and outputs (i.e. the level and mix of services provided by voluntary agencies) and the relationship between outputs and outcomes (i.e. the value that attaches to the level and mix of services provided). Completing analysis in these areas would provide even more insights to the value to New Zealand society from the activities of voluntary agencies.

Next steps would be to describe the total outputs of voluntary agencies, quantifying their equivalent market-value with reference to their funded and voluntary inputs. Based on this, it would be possible to examine the true range and value of outputs that are delivered by the volunteer agency.

The value-added ascribed to the voluntary components of outputs is the sum of all outputs (and the value thereof) less the value of outputs that would not be produced if there was no Government (or other) contribution.

Once the outputs are described and valued, then the full range of outcomes for clients, volunteers, donors of goods and/or money, funding institutions, government and society can be identified and analysed. The final phase of VAVA, valuing outcomes, will lead to a more comprehensive examination of the value added by the voluntary sector and enable a more complete understanding of the effectiveness of the sector.

Future examination of outputs and outcomes will show how the contributions to voluntary agencies become investments in increased well-being and, as such, in social capital.

## 9 Bibliography

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<sup>24</sup> Note: The purpose of a household satellite account is to identify the productive but non-market work undertaken by members of households, either inside the household as domestic work, or outside the household as community and volunteer work. Once the volume of such work is identified, then its value each year to the economy can be estimated

## Appendix 1: Concepts and Definitions

The approach for valuing the inputs of voluntary agencies is to define concepts so that the requirement for service provision can be compared with paid employment and profit-making companies. Collection of the number of hours when volunteers are employed provides a basis for comparing the amount of time contributed by volunteer labour with the amount of time when paid staff are employed

### Full-Time Equivalent Jobs – FTEs of Volunteers

Data covering the annual number of volunteer hours was collected from each participating agency. Some agencies routinely kept records, but most used surveys to measure the number of volunteers and the number of hours they contributed towards the services delivered. The summary results were multiplied to produce an annual figure of total number of volunteer hours.

This annual total was divided first by 40 hours per week, and then by 47 working weeks per year to come up with a FTE value equivalent to the FTEs measured for the paid workforce. The 40 hours per week is based on a full-time paid employee working 8 hours for 5 days a week. The 47 weeks of the year is 52 weeks less 3 weeks leave and 10 days statutory holidays. Both of the divisors are conservative in that the common working week is 37.5 hours, many people have 4 weeks leave a year and in most years, there are more than 10 statutory holidays.

The hours worked were divided into three groups based on the level of responsibility of the volunteers:

- Voluntary worker (someone whose work is supervised)
- Volunteer manager (someone who supervises others' work)
- Volunteer board member (someone with governance responsibility).

### Inputs, Outputs and Outcomes

**Inputs:** the time, materials and annual value of capital that are combined to produce services and goods (and outputs).

**Outputs:** the range of services provided and the supply of the goods created.

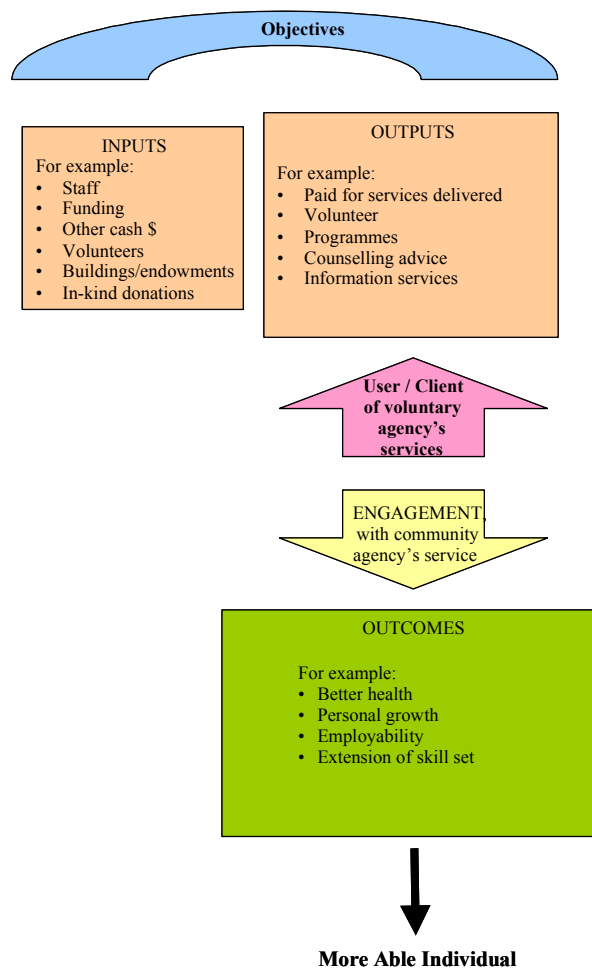
**Outcomes:** the ultimate result achieved through the provision of goods and services.

Examples of outcomes include making a difference to the quality of life of users by increasing their independence or state of health. A feature of voluntary agencies is that the lives of their volunteers (and often, paid employees as well) who work for them may also be improved through their involvement and this could also be included as an outcome. Further, individuals who donate money to voluntary agencies, as well as institutional funding agencies who fund them, may experience improved outcomes for themselves because of their involvement.

Inputs of time, money and goods are combined by voluntary agencies to produce a portfolio of services or outputs. This portfolio of outputs combines to engage users/clients in a way that leverages outcomes that are potentially of larger value still. The efficiency of input management and the effectiveness of their response to user need determines the appropriateness of outputs. The strength of the interface of outputs with the requirements of the specified user groups is what will determine the effectiveness of the organisation's results – the outcomes of its service delivery and provision of goods.

The following diagram represents the relationship among inputs, outputs and outcomes of not-for-profit organisations.

**Chart A: Relationship of inputs, outputs and outcomes**



Source: PricewaterhouseCoopers

## Inputs-Voluntary- Value-Added

“Inputs-voluntary-value-added” is a subset of the total value added by voluntary agencies. It is defined as the voluntary and/or in-kind contributions of the labour, donations and capital that the agency combines with other inputs to provide outputs (services and goods).

## The Value of Voluntary Labour

The two basic methods of inputting a wage rate focus on either the value of the person doing the work, or on the value of the work itself, since market rates reflect both those elements.

*Opportunity cost method:* This method assumes a trade-off between market and non-market (i.e. unpaid) work, where more of one will be at the expense of the other. This means that the wage rate for a person’s non-market work is equivalent to their wage rate for market work, since that will determine the income foregone, if the person does less market work and more non-market work. Thus the unpaid work of the brain surgeon has a higher value than the same unpaid work done by a bus driver. While this might make sense from the point of view of the individual doing the unpaid work, it is not practicable or even meaningful for larger groups of people. In order to calculate the opportunity cost of the work of volunteers, it would be necessary to compile a vast sum of all their market wage rates, although some might not be employed or might be retired, and have no market equivalent wage rate.

*Market replacement cost method – either general or individual function:* this second method avoids the problems involved in calculating the opportunity costs of unpaid work, by assuming that households (or voluntary agencies) perform activities themselves, in order to avoid expenditure on that labour. The value of the work to the household or agency will therefore be equivalent to the cost of purchasing that labour in the market: i.e. the wage of someone who could be employed to do the job. Two options are available: to base the calculation on a sum of wage rates for all the different individual functions that might be involved in the job, or, to base it on a generalised rate.<sup>25</sup>

For calculating the value of unpaid domestic work within households, it makes sense to base the labour value calculation on the generalised rate of a housekeeper (identified regularly in the NZ Household Economic Survey), since there are many specialist functions involved in the work of one person such as those of cook, cleaner, childcare worker, nurse, taxi driver, counsellor, etc. But to determine the value of volunteer workers, it appears more appropriate to add up the hours spent by people doing specific jobs, such as caregiver or driver along with the hours of administrative work taking place at appropriate wage rates for particular levels of responsibility, such as Board Member, or volunteer work supervisor. Thus the market replacement cost (individual function) method of valuing the labour input of volunteer workers is the method chosen for the calculations in the VAVA project. First the equivalent occupation is determined, then the market wage for the occupation at the level of seniority matching the activities of the volunteer is multiplied by the number of hours of work the volunteer does.

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<sup>25</sup> For a discussion of these methods, see Statistics New Zealand (2001) *Measuring the Cost of Unpaid Work in New Zealand 1999*, Wellington, Statistics NZ

### **Uses of information on the value of voluntary work**

As long as the data is collected in the right form, these new measures can also be used as management information tools at the level of individual agencies wishing to consider more closely such things as their organisational structure, the relative efficiency of the operations, and their success in managing the productive output of their volunteers.

The point of presenting the information collected in terms of rates of return, as well as the total volumes of work done, total value created and contributed to the economy, is to emphasise the relative as well as absolute value added by the voluntary sector – this value has been hidden until now.

Instead of a scenario in which the time and money given to the voluntary sector by either government agencies or private individuals is considered to be consumed or used up in some way, the VAVA scenario emphasises the investment value of these monetary contributions – contributions that are used in the process of creating a new kind of measurable value in the form of services to people who need them. The results for each agency participating in the VAVA project will enable them to promote the value-creating potential of their organisations in a new and powerful way to the funding agencies and to the general public, as well as to their clients.

## Appendix 2: The VAVA Template

### Cash Inflows

1 Cash Inflows	\$
Government Funding	
Fundraising	
Grants	
Other contributions	
Levies	
Sale of goods	
Rental / hire income	
Investment income	
Sale of assets	
Other income	
<b>Total Cash Inflows</b>	<b>0</b>

Section 1 aims to capture inflows of cash only, to your agency. You should change the line items to suit the way your financial information is organised.

This should reflect the total value of cash received by your agency in the respective year.

### Cash Outflows

2 Cash Outflows	\$
Payroll costs	
Levies	
Building repairs & maintenance	
Other repairs & maintenance	
Office sundries	
Lease & rental costs	
Purchase of assets	
Gifts & koha	
Promotions, advertising & fundraising	
Training	
Travel & accommodation	
Rent & other property costs	
Bank fees	
Interest	
Contractors fees	
Legal & accounting	
General administration	
Other expenses	
<b>Total Cash Outflows</b>	<b>0</b>

Section 2 aims to capture cash-only payments made by your agency. You should change the line items to suit the way your financial information is organised.

This total should reflect the total value of cash paid by your agency in the respective year.

### Volunteer Labour

Volunteer Role	Market Wage Rate	Average Hours per Volunteer	Number of Volunteers	Lump-Sum & Salary Payments	Value of In-Kind
	(\$ per hr)	(hrs)	#	(\$)	(\$)
Volunteer Board members					0
Volunteer Managers					0
Volunteer Workers					0

It is highly recommended to keep volunteer #s and hours to these three categories. Board Members represents jobs with a governance roll, Managers represent a managerial role with additional reporting duties and Worker represents what most would consider to be a "normal" volunteer. We realise that there may be a variety of tasks that are undertaken under all of these categories, but for the purposes of summarising and reporting the data we need to have standardised categories. You may wish to provide some commentary about what the role of the job is. If you are unsure about the exact number of volunteers, please just input the number of total hours. We can derive the number of FTEs from this.

# Value Added by Voluntary Agencies

## Donated Assets / Resources

Donated Asset / Service	Market Value	Quantity	Value of In-Kind	Asset Description / Comment
	(\$)	(#)	(\$)	
			0	
			0	
			0	
			0	
			0	
			0	

For these categories, we are trying to get a broad idea of the level donated assets (and services) in a year. This does not have to include every minor detail, just any main assets and services that are donated. If you wish, you can directly enter the value straight into column E rather than entering the value and quantities. Please provide a description of the asset / service and you may wish to add some comments.

## Subsidised Assets / Resources

Subsidised Asset / Service	Market Value	Amount Paid	Avoided Cost	Quantity	Value of In-Kind	Asset Description / Comment
	(\$)	(\$)	(\$)	(#)	(\$)	
				0	0	
				0	0	

The purpose of this sheet is to estimate the value of any discounts you receive due to your status as a Volunteer agency. Again, specific detail is not required, just your best estimate of the value of any discounts you receive. Again, you can enter the approximate value of the subsidised portion or discount straight into column F. Please provide a description of the asset / service. You may wish to add some comments about what it is also.

## Summary

Year End:

Enter the month and year of the 12 months ending that your inputs represent.

**Net Cash plus Net In-Kind**

Total Cash Inflows	\$	0
Total Cash Outflows		0
<b>Net Cash Inflows</b>		<b>0</b>
Total In-Kind Inflows		0
Total In-Kind Outflows		0
<b>Net In-Kind Inflows</b>		<b>0</b>
<b>Total Net Inflows</b>		<b>0</b>

**Total Inflows less Total Outflows**

Total Cash Inflows	\$	0
Total In-Kind Inflows		0
<b>Total Inflows</b>		<b>0</b>
Total Cash Outflows		0
Total In-Kind Outflows		0
<b>Total Outflows</b>		<b>0</b>
<b>Total Net Inflows</b>		<b>0</b>

Total value of Paid Staff 0

## Appendix 3: Profiles of 10 Participating Voluntary Agencies

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## **Barnardos New Zealand**

### **Our Vision**

A society where children can grow up to be caring people and quality parents.

### **Our Mission**

To help New Zealand children experience a cycle of success through effective care support and education.

### **Values**

*Integrity:* We demonstrate honesty, fairness, openness and clear boundaries, in all our interactions, behaviours, and practices, within the organisation and with our clients, stakeholders, and the wider community.

*Respect for others:* We acknowledge and respect differences in each other, and provide a safe, supportive environment where all individuals are valued and encouraged to engage in open two-way communication.

*Success:* We will set the standard in service delivery, through a commitment to excellence, innovation, and to ongoing learning and continuous improvement.

*Passion:* We will stand up for what we believe in, and go the extra distance for children and families so that we can make a positive difference to our society.

### **Guiding Principle**

The guiding principle for Barnardos work is **Children Come First**. This principle reminds us that the interests of children (we include young people here) and the perspective of children remain our primary focus in all service delivery and child advocacy interventions.

### **Barnardos Profile**

Barnardos is New Zealand's largest and most trusted children's organisation. For more than 30 years Barnardos has worked within the community advocating for and helping New Zealand children receive the care, education and support they need in order to grow and reach their potential. Barnardos advocates on behalf of children whilst providing a range of care, education and support services developed specifically for New Zealand children and their families. The services we provide reflect our commitment to ensuring that all children are able to receive the very best start to life. Last year, Barnardos:

- Provided more than 6,000 children with quality early childhood education and out-of-school care
- Provided help and assistance to over 13,000 children, adolescents, parents and families.

Barnardos believe that all young people have the right to a happy and healthy childhood. We work with children and their families, helping them towards a positive future through:

- Safe, reliable and professional educational childcare
- Care and protection of children at-risk of emotional, physical or sexual abuse
- Support, information and advice for children, young people and their caregivers.

Barnardos provide community services which represent our belief that people need services which are appropriate to the changing local needs. Our services are developed to reflect the cultural diversity of New Zealand society and ensure we are sensitive to these cultural differences. All of our services operate to nationally established standards.

We believe that families need access to a range of service so that they can receive the level of support appropriate to their needs.

### **The People Barnardos Help**

Barnardos provides a wide range of services to meet the diverse needs of New Zealand children and their families. These services include:

- High quality early childhood education and care for children under five
- Out-of-school care for older children before and after school
- Foster care
- Residential homes for care and protection
- Family support for families under stress
- Family counseling for families coping with grief or crisis
- Support for sole-parent families
- Programmes for at-risk children
- Programmes for children with special needs
- Services for children who are distressed or disadvantaged
- Information service

### **Barnardos Structure**

Barnardos New Zealand is an Incorporated Society that has been working with children and young people, their whanau, families and communities since 1972. It is a Society incorporated as a Board under the Charitable Trusts Act 1957. It is governed by a Council of members who employ the Chief Executive to manage the society's undertakings. The Chief Executive appoints staff and the organisation is managed by a group of professional managers who comprise the National Leadership Team. The organisation has a National Office in Wellington, Two Regional Management offices – one in Christchurch and one in Auckland and other area offices spread throughout the country.

## **New Zealand Association of Citizens Advice Bureaux Inc**

### **Mission**

The New Zealand Association of Citizens Advice Bureaux commits itself to:

- Support Citizens Advice Bureaux (CAB) to provide free, high quality, impartial and confidential information, advice, advocacy and support services in local communities
- Effectively represent bureaux nationally, achieving changes in social policy and promoting the image and awareness of Citizens Advice Bureaux
- Set standards and create a framework of policies, which define what is expected of member bureaux
- Provide leadership and advice to bureaux on strategic issues.

The aims for the New Zealand Association of Citizens Advice Bureaux are:

- To ensure that individuals do not suffer through ignorance of their rights and responsibilities or of the services available, or through an inability to express their needs effectively; and
- To exert a responsible influence on the development of social policies and services, both locally and nationally.

The service provides free to all individuals an important and confidential service of information, guidance and support, and makes responsible use of the experience so gained.

### **Service Users**

The CAB service is available to every resident in New Zealand (you don't have to be a NZ citizen). People can visit, phone or email a bureau, whichever is more convenient for them. Information held by bureaux is relevant to the general public, as well as people in business. The Association does not collect demographic data about users on a national basis, so is unable to clarify who actually uses the service. Collection of demographic data on a local basis indicates a high level of usage by migrants. The CAB service is occasionally accessed by people overseas who are looking for information about NZ.

### **Structure**

#### *Local*

Bureaux are locally managed, incorporated societies started by local communities, for which 2,750 bureau volunteers and paid staff provide information, advice, support and advocacy. Volunteers are elected onto bureau Management Committees to plan, manage and promote the CAB service, supported by paid staff. Bureaux are grouped into 21 electoral clusters of between 3 and 6 neighbouring bureaux.

#### *Regional*

Bureaux fall into four Regions: North (includes Greater Auckland and Northland), Waikato/Bay of Plenty, Central (includes bureaux from Napier across to New Plymouth and the lower North Island) and South (the whole of the South Island). Each Region elects a Regional Committee consisting of 1 elected delegate per cluster, 2 additional members from within the Region's bureaux, and 1 elected chair (9 members in total). These are all volunteers with management responsibilities for their Region. Each Region is supported by a Regional Office with part time paid staff.

### *National*

A National Board consisting of 11 elected volunteers has overall governance responsibilities for the Association. A National Office is staffed by the CEO and specialist paid staff. The CEO has operational and management responsibilities as determined by the National Board. National Office staff are responsible for preparing social policy submissions, national funding applications, information and IT development, training and its development, publicity resources, media releases, and administration within the policies and guidelines set by the National Board and CEO.

### **Service Provision**

There are 2,750 trained volunteers at 87 Citizens Advice Bureaux throughout NZ who provide a free, impartial and confidential service of information, guidance and support.

A majority of bureaux, 75 percent, have a paid manager/supervisor/co-ordinator (different titles are used around the country). Of these, 33 percent also have more than one paid staff member (eg with the role of bureau information officer).

An extensive training policy has been developed for bureau volunteers. Before a new volunteer assists with any client enquiries they complete basic training. Once “qualified” every volunteer must complete at least 7 ongoing training sessions each year. After 5 years they complete refresher training. Most training is conducted by volunteers who have been trained internally to be CAB trainers. Ongoing training is also carried out by external organisations. Other training (eg computer skills, media training) at all levels is carried out as required.

### **Other Activities**

Many bureaux provide free legal services, advocacy services, a link to free budgeting services, specialist consumer advisers, a JP service, and interpreters in a range of languages. The Association also plays an important role influencing the development of socially just policies and services in New Zealand through its social policy work. The work is based on CAB experience in client service delivery.

### **Statements of the Outcomes Sought**

The Association’s vision is: a socially responsible New Zealand where every person has the information and ability to make sound personal decisions.

## **Diabetes New Zealand Inc.**

Diabetes New Zealand Inc. is a nationwide, not-for-profit organisation and registered Incorporated Society. Its national office is in Wellington.

Established in February 1962, the objective of Diabetes New Zealand Inc. is to act as a national focal point for its 13,500 members, comprising the 37 Diabetes Societies throughout New Zealand and other interested parties with diabetes by:

- Providing support to its members, member societies and health professionals involved with diabetes
- Increasing the general public's awareness of diabetes so the incidence of undiagnosed diabetes is reduced
- Supporting all people affected with diabetes in their day-to-day management and control
- Supporting research in the treatment, prevention and cure of diabetes.

The key values of Diabetes New Zealand Inc. are:

- People with diabetes are our key audience
- Knowledge and information are keys to diabetes management
- Support is provided for people affected by diabetes.

Diabetes New Zealand Inc. is focused on improving the health outcomes of those with diabetes through the commissioning, communication and publication of information. To do this, Diabetes New Zealand Inc.:

- it meets and communicates regularly with its 37 member Diabetes Societies
- organises an annual conference and annual general meeting
- raises awareness of diabetes during its annual Diabetes Awareness Week
- provides policy advice to government
- manages [www.diabetes.org.nz](http://www.diabetes.org.nz), providing up-to-date information on diabetes, including a wide range of diabetes pamphlets and booklets
- produces '*Diabetes*', a professionally presented quarterly magazine with a circulation of 18,000
- advocates for all people with diabetes.

Diabetes New Zealand Inc. is a member of the Western Pacific Region of the International Diabetes Federation (IDF), the membership organisation of diabetes consumer groups.

Sources of funding to Diabetes New Zealand Inc. include members' capitation fees, direct members fees, donations, grants, bequest funds and government contracts.

Diabetes New Zealand Inc. is governed by an elected Council and Executive. It employs a Chief Executive, Operations Manager, Regional Liaison Officer and a Treasurer. Within the Diabetes Societies, there may be paid field officers and other paid staff, who may be part-time or full-time.

## **National Association of ESOL Home Tutor Schemes Inc. (NAEHTS)**

### **Structure**

The NAEHTS and its 25 constituent schemes are all voluntary non-profit incorporated societies with volunteer committee members who fulfil governance roles. NAEHTS office staff implement the strategic plan, report to funders, identify and develop new service opportunities and support the schemes in delivering the services described below.

### **Mission**

To provide English language skills and social support for the effective resettlement of adult refugees and migrants in Aotearoa New Zealand.

*Our focus: service users*

We work with the most marginalized groups of the adult population, providing English language support to over 7,000 refugees, asylum seekers and new migrants from non-English-speaking backgrounds. Priority service is offered to women at home, older persons, the unemployed, those with low levels of English and those whose formal schooling in their own language is minimal. Our service reduces the barriers to effective resettlement by improving English language ability, increasing confidence and providing information and support about 'how things are done' in New Zealand.

### *Governance*

The National Executive Committee comprises 7 member-scheme representatives. It meets bi-monthly to set and monitor strategic direction, set policy, appoint and manage the CEO, monitor service and financial performance targets and consult with stakeholders. A National Advisory Group of seven strengthens the voice of learner communities in the NAEHTS' work, and a member of this group is co-opted to the National Executive Committee.

### **Services**

#### **Local**

*Volunteer tutors* are the essence of our work, giving on average 2 to 3 hours per week to tutor a learner with English and provide invaluable social support and friendship. Tutoring takes place on a weekly basis in the learner's home and at community-based Social English groups.

*Scheme coordinators and support staff* are paid, their hours reflecting the level of services provided locally. The scheme's purpose is to identify priority clients; train ESOL home tutors and then make an appropriate match between the learner and tutor. Ongoing tutor support and creating opportunities for the learners and tutors and their families to socialise is very important.

*Training new ESOL home tutors:* 1279 new tutors completed training in 2002.

*One-to-one English tuition:* 4359 learners received this service in 2002

*Social English Group tuition:* 4141 learners received group services in 2002.

*Literacy classes:* 253 refugees and migrants with low levels of literacy in their first language attended classes in eight schemes.

*ESOL Home Teacher Service:* 338 migrants received tuition within the NZ Immigration Service 'English for Migrants' pre-pay system. NAEHTS is an approved provider of this service.

*Advocacy:* All schemes work closely with other health, social service and refugee-resettlement agencies for the benefit of clients. They take an active role referring clients.

*Non-core services:* Many schemes arrange driver licence classes, job mentoring, special interest groups, cultural celebrations, learner newsletters, and English examination support. Schemes participate in their local Adult and Community Education network meetings.

## **National**

The NAEHTS ensures consistency and quality in its governance and management, both centrally and in its member schemes. The NAEHTS office staff undertake planning and monitoring of national funding, programme service delivery, and reporting and training of scheme coordinators and committee members in their respective management and governance work.

*Training:* The NAEHTS holds an annual conference for training and networking for and between association members, who include learners and other stakeholders from within refugee and migrant communities. Scheme coordinators attend a national in-house 2-3 day training programme for up-skilling in a range of professional and related personal development areas. Staff deliver and/or coordinate regular ESOL professional development for scheme coordinators.

## **Other Activities**

NAEHTS office staff and scheme management collaborate with other non-governmental organisations to provide information and advice to government and other agencies to build effective adult education and resettlement policies, and to strengthen the community and voluntary sector. An example is participation in the tri-partite Government-UNHCR-NGO meetings. Staff coordinate national communications services and resources, produce ESOL resources for internal and external use, and coordinate initiatives such as a quality standards framework.

## **Outcomes Sought by NAEHTS**

Our goal is to have adult refugees and migrants acquire skills in English and an understanding of New Zealand cultural practices. This is so they can;

- negotiate their daily lives effectively
- take up further educational opportunities
- access services available to all New Zealanders and, participate in society.

## **IHC New Zealand Inc.**

### **Mission**

IHC will advocate for the rights, inclusion and welfare of all people with an intellectual disability and support them to lead satisfying lives in the community.

### **Service Users**

IHC supports people with intellectual disabilities to live in the community. Services include:

- Living – IHC supports around 3,200 people in group homes and flats, supported living, foster care and contract board.
- Work – We support around 4,000 people in a variety of work settings, including supported employment, skills training, day programmes and contract work.
- Family/whanau – IHC supports around 1500 families who are caring for children at home. We provide home support, respite care and holiday and after school programmes.
- Advocacy – IHC advocates for the rights of all people with intellectual disabilities at a systemic and local level. This includes supporting people with intellectual disabilities to speak up for themselves.

### **Structure of IHC**

IHC has 40 branches throughout New Zealand, each with a committee of family members, people with intellectual disabilities and community people. Each committee president is a member of New Zealand Council, a national body that provides input into strategy and direction. The council appoints a nine member Board of Governance that has an annually elected national president and two vice presidents.

Services are managed on a regional basis, with three Regional General Managers responsible for a number of areas, each with their own manager. The General Managers sit on the National Executive Team and report to the Chief Executive.

### **Service Provision**

IHC is funded through a number of government contracts to provide services. Funding shortfalls are covered by fundraising, which supports advocacy, governance, library and information services and special projects.

### **Other Activities**

Advocacy, self-advocacy, fundraising, volunteering, library and information services.

### **Statement of the Outcomes Sought by IHC**

All IHC activities are guided by the philosophy that people with intellectual disabilities have the right:

- to be treated with respect and dignity
- to have a say in their own lives
- to live, learn, work and enjoy life as part of the community
- to have support that meets their goals and aspirations
- to be part of a family.

IHC supports the principles of Te Tiriti o Waitangi.

## **Literacy Aotearoa**

Established in 1982 as the Adult Reading and Learning Assistance Federation, Literacy Aotearoa Incorporated is referred to as Literacy Aotearoa.

### **Mission**

Literacy Aotearoa is established to develop accessible, quality literacy services that ensure the peoples of Aotearoa are critically literate.

Literacy Aotearoa defines literacy as listening, speaking, reading, writing, numeracy and critical thinking, interwoven with the knowledge of social and cultural practices. Critical literacy enhances people's ability to get their message across effectively, analyse and understand the implications of text and other forms of communication, and actively participate within their families, communities and workplaces. Critical literacy enhances people's ability to contribute to and improve society, locally, nationally and internationally.

### **Service Users**

Literacy Aotearoa provides services for adults and whanau who wish to improve their literacy skills. Services are provided at no direct cost to the learner and are designed to enable access to people who are not in a position to commit to more formal courses or programmes, as well as providing programmes for people in workplaces, within prisons, as Training Opportunities programmes, and in collaboration with other PTEs.

In 2002, Literacy Aotearoa assessed 10819 students, 7348 of whom received tuition, and 2975 who were referred on to other providers.

Students are encouraged to participate in the activities of the local provider, as committee members, volunteer workers and producers of resources, as well as in the role of key evaluators of the local services.

### **Structure of Literacy Aotearoa**

Literacy Aotearoa is a national network based on a federation model, and is made up of 59 independently incorporated community groups. 50 of these organisations are full members (Nga Poupou), and the other nine organisations are associate members. Each organisation responds to the local needs when establishing their strategic direction and incorporates strong community development perspectives as a result of interaction within their communities. For many of these organisations, the majority of their funding is sourced from within their own communities.

Nga Poupou are established with governing bodies, paid and volunteer personnel to carry out the management, administration and service delivery of the organisations.

The membership is divided into three regions (Nga Heke), and within these regions, Nga Poupou nominate and select two representatives, one Maori and one Tauwiwi, to fulfil the role of governing body of the organisation (Te Koruru). Te Koruru acts to maintain stakeholders' interests, set the strategic direction, monitor its implementation and the organisation's compliance with all legislative and contractual requirements.

Te Koruru appoints two Chief Executive Officers, one Maori and one Tauwiwi, to jointly manage the affairs of the organisation, who, as part of their delegation, engage staff and contractors to fulfil particular contracted activities.

### **Service Provision**

The core business of the organisation is to provide quality adult literacy services that meet the needs of the people of Aotearoa.

Literacy services include literacy learning programmes and educational counselling for students, training programmes for literacy personnel, and programmes for organisations that wish to build on the literacy capacity of their own personnel or that of their students. Tuition is designed to respond to the literacy needs of adults focussing on the context of the students' lives to develop individualised programmes that meet their particular learning styles and achieve the identified learning goals.

Literacy Aotearoa continues to develop strong relationships with Iwi and other organisations to provide literacy services, sometimes as joint ventures and at other times, as the fundamental catalyst to the establishment of a new literacy organisation.

A crucial aspect of the organisation is its implementation of Maori as well as non-Maori practices in the provision of quality services. To do this, Literacy Aotearoa designs and implements Aotearoa based activities, resources and processes that are informed by local and international experience and research. This applies to all activities and systems of the organisation, including tuition to students, training and education for new and existing practitioners, quality assurance, research, and resource development. It is part of what we believe causes us to continue to make literacy provision more relevant, accessible and excellent.

Literacy Aotearoa, through its Private Training Establishment, Literacy Aotearoa Training, provides tuition and training for a range of NZQA-recognised qualifications relevant to Adult Literacy, and Adult Education and Training, and currently provides the only NZQA-recognised Certificates in Adult Literacy Tutoring.

Literacy Aotearoa provides adult literacy services to meet the needs of the communities within which it operates and focuses mainly on those adults that have no school qualifications. It reaches a range of students that includes those not in the workforce, support for Training Opportunities and Youth Training students, and employees in the workplace.

Literacy Aotearoa also carries out:

- training development and delivery, including the NZQA local course approved Certificate in Adult Literary Tutoring;
- training for Assessment and Moderation unit standards;
- governance and management training; and
- professional development and networking conferences.

### **Outcomes Sought by Literacy Aotearoa**

Literacy Aotearoa is an organisation that is proud of its community base and stands alongside many other community organisations that advocate for mainstream recognition of the value, quality and contributions of community-based services.

Integral to this is the commitment that literacy students deserve the very best of tuition, irrespective of whether the service is provided on a voluntary or paid basis, and this requires adequate resourcing and support.

### **The Strategic Goals of Literacy Aotearoa**

- Rangatiratanga – Providing Leadership within the adult literacy and foundation skills sector
- Whanaungatanga – Building Capacity of local providers and national agencies
- Whakawhanaungatanga – Building Partnerships within the community, the tertiary education sector and with government.

The achievement of students meeting their literacy goals has an economic, social and cultural impact on New Zealand, enabling students to go on to pursue other tertiary education courses, achieve employment outcomes, participate actively in their communities, carry out daily living tasks effectively and assist and support children's learning.

Tutor training provided by Literacy Aotearoa is often a step to seeking training as a teacher or employment in the wider tertiary education sector.

The Treaty-based structure of the organisation is the basis of the service delivery and as such makes a significant contribution to the cultural identity of Aotearoa.

## **New Zealand Playcentre Federation Incorporated**

### **Mission**

“Quality Early Childhood Education – a co-operative whanau/family experience.”

The purpose and aims of the Federation include;

- promoting and encouraging the development of Playcentre activities throughout New Zealand
- making representations to Government on matters concerning parent education and the education of young children and families
- co-ordinating the activities of Playcentre Associations and ensuring a system of support for them.

### **Service Users**

Service users are children aged 0-6 years who attend Playcentres and their families/whanau from throughout Aotearoa/New Zealand.

### **Structure of Playcentre**

The Playcentre movement began in New Zealand in 1941 to support families and promote developments in early childhood education. The New Zealand Playcentre Federation, formed in 1948, includes 32 regional Associations through which the 525 Playcentres are affiliated to the Federation. Each Association is responsible for the Playcentres and training in their area meeting requirements of NZQA and MOE, ensuring recognition of local needs and circumstances and operating within a national philosophy and standards.

At Federation level a number of voluntary teams and officers are elected/appointed each year at National Conference, including a Standing Committee, Education Team, Property Team, Promotions Team, Equipment Convenor, Liaison Convenor, Journal Editor, Central Region Treaty Worker and Northern Region Treaty Resource Coordinator. Central Region Rangatiratanga and Northern Region Maori Representatives are appointed by Maori whanau from their respective regions and represent and support their interests.

Paid positions include a Secretary and a Bookkeeper to enable and support administrative and financial functioning to occur. In addition to Conference regular National meetings/hui with Association delegates present take place throughout the year to discuss and debate national policies, initiatives and issues. Consensus decision-making is used at these forums and consultation prior is widespread to ensure policies reflect Centre and Association input and needs.

### **Service Provision**

The New Zealand Playcentre Federation fulfils its mission through the integrated provision of:

### *Early Childhood Education Centres*

We provide an early childhood education option for whānau/families through the operation of Playcentres that offer a safe and secure learning environment for children from birth to six years; which emphasise child-initiated play and the importance of whānau/families as first and most important educators of their children. Playcentres are run co-operatively by whānau/parents as an extension to the whānau/family setting.

### *Adult Education*

Adult education is provided through a participatory programme of education for whānau/parents/caregivers or families that emphasises self-help and personal development. It covers areas such as child development, play and learning, parenting skills, planning and delivering early childhood education programmes, cultural awareness and Te Tiriti o Waitangi, group and facilitation skills and management skills. Courses are offered in a flexible manner that acknowledges family commitments and obligations, and includes both formal and informal educational opportunities.

### *Educational Publications*

Playcentre Publications provides supporting publications and resources primarily to enable Playcentre members to enhance their parenting skills and train towards gaining their early childhood care and education qualifications. These resources, are available to other individuals and organisations, and are particularly useful to those involved in the fields of parenting and/or early childhood education.

## **Funding of Services**

- *Early Childhood Education Programmes*: Playcentres are funded in part by the Ministry of Education either through the provision of Bulk Funding or Licence-Exempt Funding
- *Adult Education*: The Adult Education programme is funded in part by a fixed Training Grant from the Ministry of Education
- *Educational Publications*: Playcentre Publications is run as a business and trading entity and as such is self funding

## **Description of Volunteer / Paid Staff Roles**

*Early Childhood Education Programmes* : The administration and management of Playcentres is provided voluntarily by the whanau/parents of the children attending. They are supported in this by experienced Association personnel who may be either employed or engaged voluntarily. Within Playcentre settings, all sessions operate under group supervision. This encompasses many diverse supervision options ranging from teams of volunteers(the whanau/parents of those children attending) to paid supervisors and coordinators who support the whanau/parents in providing a quality early childhood education programme. Whatever option is in place it is a requirement that each session is supervised at least in part by the parents of those children attending meaning there will always be a voluntary component to any supervision model used.

### *Adult Education / Training*

The Adult Education Programme is administered and delivered by parents who are themselves graduates of this programme in a manner that is reflective of our emergent leadership system. Facilitators, tutors, co-mentors and administrators are either employed or engaged voluntarily at Association level to deliver the programme.

At Federation level the adult education programme is overseen by a voluntary elected Federation Education team of up to six members. They are supported by two part-time paid staff: a Training Coordinator and a Tertiary Education Funding Manager are employed to ensure funding and NZQA reporting requirements are met.

#### *Educational Publications*

Playcentre Publications is overseen by the Federation Promotions team a voluntary group consisting of five elected members. The functioning of the Playcentre Publications is undertaken by two paid part-time staff, a Publications Business Manager and a Depot Manager. Editors, writers, illustrators and authors are contracted/engaged as needed and remunerated for their services.

#### **Other Activities of Playcentre**

The Federation is a subscription member of NCW, OMEP(NZ), IPA, NZFVWO, FECEO. Nationally Playcentre will lobby the Government and negotiate with Government agencies on policy that effects whanau/families .

#### **Outcomes Sought by Playcentre**

*Early Childhood Education Centres* that reflect the whanau/family and community environment in which they operate. Offer a variety of opportunities for child-initiated play experiences, which follow the early childhood education curriculum, Te Whāriki. Playcentre facilities will be purpose built and freehold; used efficiently and to their potential; well equipped with high quality equipment; and provide a safe and stimulating learning and nurturing environment.

*Adult Education / Training* : adult education programmes that are field-based and meaningful, accessible and affordable. They are offered on a flexible basis involving a range of training levels, to provide choice and aim to meet the needs of individuals. Adult education is a combination of formal courses and practical experience. It covers parenting skills, child development, a child-initiated play programme, administration and group facilitation skills. In emphasising self-help and personal development, it aims to develop confidence in parenting while providing opportunities for personal growth and enhanced self-esteem. Cultural awareness and an understanding of Te Tiriti o Waitangi in New Zealand are promoted.

*Educational Publications*: a range of quality educational books and resources on subjects relevant to early childhood is produced, updated, promoted and distributed in a business-like manner.

## **Royal New Zealand Foundation of the Blind**

### **Vision**

Blind and vision-impaired people have the same opportunities and choices as other citizens to participate fully in society.

### **Mission**

RNZFB aims to:

- provide services and training to enable blind and vision-impaired people to overcome the barriers that inhibit independence and participation
- enable blind and vision-impaired people to take charge of their own lives and to enjoy the same rights and responsibilities as their sighted peers
- promote awareness of the unique needs of blind and vision-impaired people
- work with other agencies to further the interests of blind and vision-impaired people.

### **Service Users**

The Foundation is one of New Zealand's oldest social enterprises. For over 110 years, it has been providing a range of habilitation and rehabilitation services to blind and vision impaired people of all ages. Registered membership exceeds 11,000. Key services include orientation and mobility training, skills for daily living, library and information services, adaptive communications, technology and vocational employment advice, recreation and sport services, and targeted counselling and peer support. A specialist guide dog programme has been operating since the 1970s. Volunteer Services support blind people across many areas. Dedicated programmes include those for children, Maori, and Pacific people, and are to be developed for elderly members. There are specialised services for deafblind people.

### **Structure of RNZFB**

Before the new legislation in 2003, the Board of Trustees was appointed by regional advisory committees and the government. Under the new legislation, the members of the Board of Directors are elected directly by registered members (service recipients) of the Foundation (eight seats) and associate members, who are affiliates of the organisation (one seat).

The Board and staff of the Foundation are committed to a "members first" philosophy, and receive input from members and consumer organisations through formal and informal channels. The Board appoints the Chief Executive Officer, who manages the organisation in six divisions, each headed by a Divisional Manager. The Chief Financial Officer deputises for the CEO. The organisation is national, but has locality centres around the country. A network of Community Committees, made up of volunteers, further supports the Foundation at the local level. These volunteer Committees report to the CEO and have an opportunity to present remits to the Board.

### **Service Provision**

Government contracts covering mainly assessments, rehabilitation programmes, and accessible format production provide approximately one third of the Foundation's income. The bulk of the money needed to run its programmes is derived from donations, sponsorships and legacies. A modest amount is earned from selling services to other agencies that serve blind people. The contribution of volunteers is a major form of giving to the Foundation's members. Across the organisation, volunteers undertake a variety of roles that complement the work of paid staff. Were it not for the volunteers, some services would operate at a more basic level or not at all. For instance, puppy walking for future guide dogs relies totally on volunteers. Training programmes, some to unit standard level, are developed for both staff and volunteers. An annual budget allowance also covers external training and development opportunities. There are dedicated training roles within the organisation.

Other public agencies contract the Foundation to deliver blindness awareness programmes and specialist support. In addition, the Foundation provides guest speakers to a host of community organisations.

### **Other Activities of RNZFB**

The Foundation aims to be recognised as an authority on blindness, and works closely with consumer organisations (e.g. Association of Blind Citizens of New Zealand Inc.) to ensure that advocacy and policy development is coordinated and RNZFB informed by the actual experiences of blind people.

### **Outcomes Sought by RNZFB**

Twin themes of "Challenge" and "Independence" are central to the Foundation's work. The Foundation aims to help remove barriers raised by society and to develop programmes that can equip its blind and vision impaired New Zealanders to participate in society on an equitable basis.

## The Royal New Zealand Plunket Society (Inc.)

### Mission

To ensure that New Zealand children are among the healthiest in the world.

### Purpose

Plunket believes in supporting the development of healthy families. Plunket believes in providing service to all New Zealand families, and in the provision of additional service for those with higher needs.

### Service Users

Plunket is New Zealand's leading provider of well child and family health services in New Zealand. It provides a unique mix of a professionally educated workforce working hand-in-hand with volunteers throughout New Zealand. Plunket provides well-child services to children 0 to 5 and a range of parenting education and support programs. Plunket programmes aim to support families with young children by providing appropriate clinical and support programmes, educational activities and so on. We are the only non-profit organisation in New Zealand to provide these facilities to New Zealand families.

Plunket is in touch with all local needs ranging from Maori, Pakeha and Pacific families and is active in all parts of New Zealand. Plunket's community presence and strength is unique. It is based on a vast network of volunteers who give their time and skills to support Plunket.

Thousands of Plunket volunteers are active in their local communities. Volunteers may participate at different levels. Efforts may range from short term activities to long term commitments. Teams of volunteers in more than 600 communities work as members of branch and sub branch committees. They fundraise for Plunket facilities, programmes, vehicles, and equipment. They also develop and facilitate neighbourhood support programmes and work in co-operation with Plunket staff to provide services such as parenting courses and child safety programmes.

### Structure

In Plunket, the organization operates a clearly defined governance and operations structure as detailed below. Plunket has one National Office, 18 areas and 814 entities.

<b>Governance</b>	Board
	NZ Council
	Area Societies
	Financial Members
<b>Operations</b>	CEO
	Managers
	Area Management Teams
	Volunteers and Paid Staff

A majority of the 814 entities are managed by volunteer committees. Volunteers own the organisation and comprise the Plunket Board. Annually, volunteers make a multi-million dollar contribution of resources for a range of Plunket programmes, and provide the unique dynamic that characterises Plunket at a community level.

### **Service Provision**

Partially funded by Government:

- Well Child Health Service
- Parents as First Teachers
- Plunketline Telephone Service

Non Government Funded, mainly managed by volunteers:

- ante-natal classes
- parenting groups
- Car Seat Rental schemes
- toy libraries
- parenting education
- child safety
- health promotion
- volunteer education

Staff members respond to the needs of families by providing practical help, information, support, and by linking them to community networks. Innovative training, quality standards and a professional development programme support the wide-ranging skills of Plunket staff. Plunket education programmes and clinical training ensure that staff gain competencies required for community health. The Plunket staff work together as a team to provide a comprehensive service.

*Plunket Nurses* are registered nurses with post-graduate education in child and family health promotion. Many Plunket Nurses also hold additional qualifications. Plunket Nurses see families in their own homes initially and then in clinics or other community settings. Plunket Nurses assess children's developmental progress and if there are problems help to identify these early and help families find appropriate specialist help. Plunket Nurses also give parents information about keeping children safe and well and to support families when they experience difficulties.

*Plunket Kaiawhina* (Maori Health Workers) are educated in a wide range of parenting and health issues and visit families in their homes to give extra support when this is needed. Plunket Kaiawhina work in partnership with local Iwi, Maori health groups, or other community agencies.

*Plunket Community Karitane* (Including Pacific Health Workers) have a similar role to Plunket Kaiawhina and work with non-Maori families.

*Plunket Volunteer Education* comprehensive programme is provided to ensure that management of Plunket entities at local level is at a high quality and services delivered always relevant to local needs.

**Other Activities of Plunket**

Advocacy e.g. littles lobby, marketing and communication, national child safety initiatives, provide education in clinical services, policy development and advice.

**Outcomes Sought by Plunket**

Plunket exists to ensure that the statistical indicators for child health in New Zealand improve to a point at which we can unequivocally state that New Zealand's children are among the healthiest in the world.

## **Victim Support New Zealand**

### **Vision:**

“Victims of crime and trauma, well supported, safe and in control of restoring their lives.”

### **Mission:**

To be recognised in New Zealand as the leading organisation:

- providing 24 hour, seven day a week access to an integrated, personalised, professional support service to ALL victims of crime, accident and emergency; and
- advocating for the rights and interests of these victims.

### **Aims and Objectives**

Victim Support New Zealand has two primary objectives:

To provide information, support and assistance to individual victims, witnesses, their families and friends.

To raise public awareness and recognition of the effects of crime and promote victims' rights.

Victim Support New Zealand provides 24-hour emotional support, personal advocacy and information to all people affected by crime and trauma throughout New Zealand. By striving to meet these objectives, it aims to provide a comprehensive, flexible service to reduce the effects of crime and trauma.

### **Organisational Structure**

Victim Support New Zealand is a nationwide organisation with a Victim Support New Zealand office based in 70 locations. A new organisational structure is being introduced in July 2004, moving from a confederation of 67 independently incorporated Victim Support New Zealand Groups to a national unified entity. Services will be managed under a district structure and Area Co-ordinators (paid positions) will co-ordinate the provision of services at a local level.

### **Funding**

Victim Support New Zealand funding comes from a variety of sources:

- Direct Government funding via Vote: Justice (approx. 46%)
- Lottery Grants Board and Community Organisation Grants Scheme
- Charitable Trusts
- Corporate relationships
- Contracts for services with other
- Public donations

Victim Support New Zealand works in close partnership with the New Zealand Police and the relationship is governed by a Memorandum of Understanding. Police provide significant “in kind” support such as the provision of office space, telephones and postage.

### **Service Provision**

Volunteer Victim Support New Zealand workers provide the core services to victims. They are adept at working quietly in the background amid the chaos in a person’s life – offering options, explaining processes, assisting in practical ways and providing emotional support. Above all, they listen. Their task is to support the client through their crisis and empower them to take control of their lives again and make decisions for themselves. The support usually begins at the time of the crisis and can be ongoing through the process of a police investigation, a court trial and possible parole hearings at a later date.

When more specialised help is needed, the worker will refer the victim on to relevant agencies or counselling services.

### **Training**

Training is specific to the skills and knowledge a Victim Support New Zealand worker will need in supporting a person through a crisis and/or police investigations and criminal justice processes.

All workers are required to complete an initial training programme of approximately 50 hours which includes listening skills; police and criminal justice systems and processes; grief and loss; stress and self care; cultural awareness. Following this, they are expected to attend monthly ongoing training.

A four-day, residential course in “Working with Families of Homicide Victims” is provided for experienced workers.

### **Advocacy**

Advocacy occurs at two levels. The first is where a worker or the organisation acts on behalf of an individual / family and/or assists them to achieve their rights under the Victims Rights Act 2002, the Sentencing Act 2002 and the Parole Act 2002.

Secondly, Victim Support New Zealand has an advocacy role in victims issues and victims rights, this occurring in two ways - providing advice to the Minister and Ministry of Justice and Department of Corrections, making submissions on proposed legislation or policy relevant to victims.

### **Outcomes Sought by Victim Support New Zealand**

Victim Support New Zealand works toward a fairer and more just society where victims' rights are paramount and victims are able to move on in their lives.