



CASE STUDY

How to use collaborative governance to support the coordination of 9,500 volunteers during lockdown?

INTRODUCTION

Covid-Solidarity.org is a citizen platform Belgian and 100% voluntary, launched on March 15th, 2020 (initial date of lockdown in Belgium) and which acts on two levels:

A proximity service that aims to put in contact isolated/fragilized people (elderly, disabled, sick) with volunteers living in the same neighbourhood. The goal is to allow people who do ask for the help of a volunteer to do their basic grocery shopping and receive them at home so as not to be exposed to coronavirus.

Logistical and moral support in rest homes. The objective is, on the one hand, to relieve the understaffed nursing teams in charge of residents (distribution of meals and coffee trays) and, on the other hand, to keep company with residents who find themselves completely isolated (confinement in room, drastic reduction in caregivers visits, complete absence of family visits) and are withering away.

Need

Designed in three days, the platform must quickly:

- Recruit and coordinate volunteers.
- Inform the general public about the initiative (including applicants).
- Connecting applicants and volunteers.
- Create a call center to guide the users of the platform.

Challenges

Coordinate and collaborate remotely with thousands of people, who are not necessarily specialized in personal service and who do not know each other, to answer efficiently and, above all quickly to the requests from single people and rest homes.



“Covid-Solidarity has been a remarkable collaborative experience in a organizational context never seen before. The success of the project and the assistance provided to 1,000 elderly or isolated people is, among other things, the result of an excellent collaboration and communication between volunteers, consciously committed and humble. I am proud to have carried out this project alongside professionals and students who have, relentlessly, putting their skills and time to work for the benefit of citizens with as much rigor as serenity”.

Olivier Rousseaux, Initiator of the Covid-Solidarity.org project

1. FORMULATE THE PURPOSE OF THE ORGANIZATION TO MOBILIZE VOLUNTEERS

Extract the values that define the common denominator to all the members of the organization and guide decision-making processes.

2. CLARIFY ROLES AND RESPONSIBILITIES

Co-define a perimeter in which the members participate, in full autonomy, to decision making, and the realization of the actions.

5. ENSURE EQUALITY BETWEEN EACH VOLUNTEER

Each action has the same importance and each member counts, regardless of his/her role.

THE 5 PILLARS OF COLLABORATIVE GOVERNANCE

that have contributed to making Covid-Solidarity.org a great success in Belgium.

3. CREATE A CLIMATE OF MUTUAL TRUST

Value the will of each member to be worthy of the trust that others place in him/her.

4. DEVELOP A TRANSPARENT COMMUNICATION AND A COLLECTIVE INTELLIGENCE

Use collaborative tools so that members get access to necessary information and coordinate with each other in real time.

RESULTS THAT REFLECT
THE DESIRED HUMAN IMPACT

 **9,500**
volunteers recruited

 **1,000**
aids provided

 **130**
calls per day to the center

 **90%**
of people who got in touch with each other

 **500**
volunteers for rest homes, 100 of whom were mobilized

 **20**
supported nursing homes

Perspectives

- **Strengthen volunteer services** in nursing homes.
- **Extend volunteer services to** facilities that accommodate **people with disabilities**.
- **Develop a home medication** delivery program.
- **Offer a sympathetic ear** to reduce boredom and the feeling of loneliness of **isolated people**.

AUTHENTIC TRANSFORMATION FOR COLLECTIVE PERFORMANCE

Phusis accompanies leaders and teams that are ready to embark on a journey of authentic transformation to improve their collective performance, combining as best as possible the **improvement of the well-being of employees, of societal impact and of financial results.**

Many organizations are already experimenting the benefits, and sometimes the difficulties, of these new modes of organization. **Phusis focuses on the specific challenges raised by the implementation of this approach** in the major organizations, in particular: complexity, geographic dispersal, anchored pyramidal culture, financialization, etc.

OUR CONVICTION

Humanity is facing challenges of an unprecedented magnitude. We believe that humans can respond to this by **setting up new ways of being and doing things together.** By radically re-centering the notion of responsibility and freedom, they **form living, adaptive organizations capable of keeping pace with the ever-increasing complexity of the world** around us. Their potential will to express oneself fully, in a rediscovered pleasure to produce together a value that exceeds the simple financial plan.

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About Phusis

Phusis is a company specialized in organizational transformation and change management.

Creation date: 2018
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