THE INTRA-RAY MODEL ON THE WORK WITH VULNERABLE COMMUNITIES

Milena Ivova Ilieva

Trakia University, Faculty of Medicine,11, Armeyska str., Stara Zagora 6000, Bulgaria,
mimiilieva@abv.bg

Summary: This article describes a model on the work with volunteers from vulnerable communities which has been tested in practice by the author and has showed its positive results in the disjoined Roma neighbourhood in Stara Zagora.

Key words: Roma community, volunteers

Nowadays applying various work models is becoming more and more popular. What I propose with the present work model is the synergy of several criteria which this model meets.

That is why, for illustration purposes, I am presenting it to you comparing it with the human hand-the model itself is in the hand and the fingers represent the criteria (see fig. 1).

Criteria:

1.	It is futurology-oriented

2.	It does not lead to addiction and consumerism

3.	It is applicable in every single community, including marginalized communities and communities with ethnic diversity, the Roma community in particular

4.	It is innovative

5.	It develops a suitable environment for personal and social development
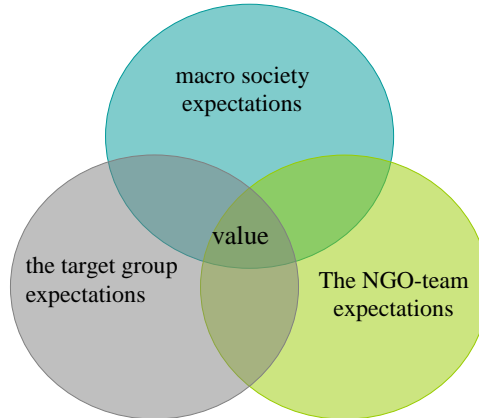
Fig. 1.
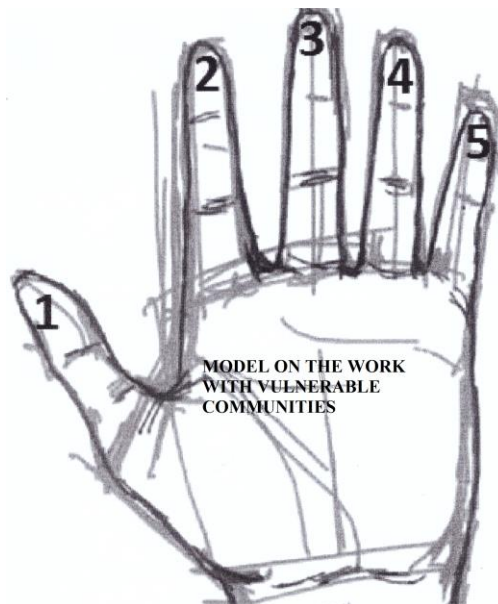
In order to be effective and to bring short, mid- and long-term results, the *Model on the Work with the Target Group* needs to generate also some mutual benefits. These mutual benefits are the intersections of the macro society expectations (where we all live), the target group

expectations and the expectations of the team applying the model (see fig. 2)

Fig.2

Why **Intra-ray**? The etymology of the model's name comes from the Latin "intra" (meaning "inside") and the English "ray".

The volunteers who are the main driving force and are the output paradigm of the model, with their influence and facilitated by the community collaborators are changing the community from inside out.

The change is occurring at slow pace and without the active opposition of the community. I am going to give you the following example: Imagine an ordinary plastic coffee cup, one of those from the coffee vending machines. Have you noticed how the coffee cup tries to get back to its original state when you press the cup's side or bottom from the outside? When you pour something into it, the shape of the cup adapts to the liquid. If the liquid is hot, you are able to see the changes occurring quite fast.

The model's mechanism of influence is that of a waterfall. It joins together the different levels (educational, social, ethnic) as the communication between each following level is becoming more free and easier. The big energy (the change and the social inclusion which we aim with the model) "re-shapes" the community with its impact force.

Model segmentation is clearly seen. Here we violate the well-known Bulgarian principle "master of everything". Applied in our conditions, the leader or the coordinator of the community collaborators local team are usually at level one (see fig. 3)

Fig. 3
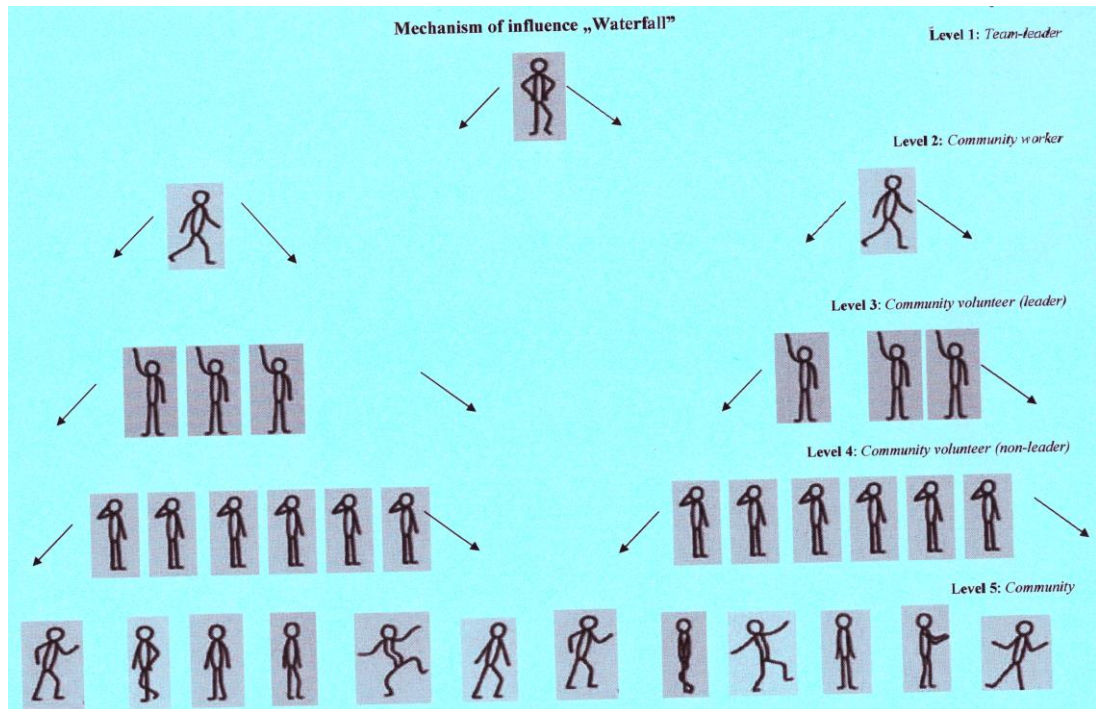
The team leader coordinates the activities referring to the volunteers only with the community collaborators. They are the intermediate link between the NGO and the volunteers.

In some institutions and/or NGOs the community collaborators are called "outreach collaborators" or other similar names. However, their job is one and the same-community change and social, social and health and/or social and educational inclusion.

Collective responsibility leads to irresponsibility which a well-known postulate. This is not applicable with regard to the Intra-ray Model since the model suggests clear obligations and a separate team as part of the organization to work directly with the volunteers. This is how motivation is maintained by means of supervision and support outreach. This is impact level two.

At the third level in the model are the volunteers from the community who are also informal leaders. They need to be selected by the community collaborators. In our opinion, the leader is a person who has an influence over the other ones.

The essence of the influence is the ability to make other people participate. That is why followers are the proof for leadership. People rarely listen with the intent to understand the truth or the usefulness of the content. People do listen when they feel respect for the person talking to them.

This is also the criterion according to which the community collaborators will monitor the community and identify the informal leaders. What leaders from the third level can achieve is determined by the ability of the community collaborator to authorize them. This we call the *Authorization Law*. The key point of the authorization is the faith in the abilities of others.

The next level, level four, we call "regular leaders". Those are the followers of the third-level leaders. Only a leader can promote another leader. We should not miss the fact that the leaders will teach others to what they know and reproduce what they already are.

For the promotion of a leader, another leader is needed. What is more, followers cannot

become leaders. Everyone needs someone who knows them well, mentors and promotes them. This is what we call the *Reproduction Law*. The third- level leaders will choose their followers and discuss directly with the community collaborators their achievements and the challenges they face.

The last level, level five, is the community. The community accepts the leader first and only then his/her ideas. This is the *Acceptance Law*. That is why it is of significant importance that the leaders reach the idea first. Then come the people since they accept the leader first and then his/her idea. Apart from that, we should not forget that each message is curved by the person carrying it.

3. Instead of Conclusion

A major part of the management in every organization is the coordination of its activities and directing the efforts of its members to achieve its goals.

Applying the model suggests change in the organizational structure and providing of resources (human and financial resources) to allow work with the volunteers.

This is the first challenge with which the NGO has to cope. The second challenge is being able to rely on the other person, the one who is not a member of your team while you are unable to control the actions and messages promoted by the volunteer on your behalf acting as a goodwill ambassador.

That is why the leader of the organization needs to motivate well the organization members. Here, several typical approaches or models can be outlined. Motivation means "motivation to work" or an incentive to work which can stand for a particular job in a given organization or just an incentive for achieving better results.

Incentives (also "stimulus" in English) for the volunteers and how they will be measured is something which the organization itself has to decide.

According David McClelland's *Human Motivation Theory* (Three Needs Theory), which is also valid for the work with volunteers, three basic needs are identified. These are:

-need for achievement

-need for affiliation

-need for power

The motivation of the people involved in volunteering rests on these three needs. The need for achievement is the need of the individual to bring to a successful end the things he/she has started. The need for affiliation and commitment is a need for establishing and maintaining favourable relations and rendering of support as well as empathy towards a particular group of people. The need for power is the need for having an influence over other people with the purpose of achieving a particular result.

How to encourage the volunteers? I do recommend the non-monetary incentives. Non-monetary incentives are those incentives by which an organization aims to increase the volunteer's natural interest to his work. These can be oral or written compliments, organizing of parties, taking part in parties, happenings, advertising materials of the organization such as T-shirts, caps, bags, pens, notebooks, etc., going to the cinema, exchange programmes, participation in charity events and other events generating positive feelings and satisfaction in the volunteer.

Bibliographical Reference:

1.   Максуел, Д „21 неоспорими закона за лидерството", София, 2006г.

2.   Терзиев, В, Младенов, Ю, „Мотивация на персонала", Ново знание, Русенски университет, ISSN 1314-5703