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Research

EMPLOYMENT AND COST EFFECTIVENESS MEASURES WITHIN
THE VOLUNTARY ORGANISATIONS SECTOR

OCTOBER 2016

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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
FTE	Full-Time Employment
KIDs	Kids in Development Programme
LME	Learning Made Easy Programme
LSAs	Learning Support Assistants
MCCF	Malta Community Chest Fund
MCH	Mount Carmel Hospital
MCVS	Malta Council for the Voluntary Sector
MEDE	Ministry for Education and Employment
MHS	Mental Health Service
MJDF	Ministry for Justice, Dialogue and the Family
MSDC	Ministry for Social Dialogue, Consumer Affairs and Civil Liberties
NAO	National Audit Office
NGOs	Non-Governmental Organisations
NI	National Insurance
NSO	National Statistics Office
PACES	Parent and Client Educational Services
pppn	Per person per night
PTE	Part-Time Employment
SJAF	Saint Jeanne Antide Foundation
STEP	Structure Training and Education Programme
STYLE	Specialised Training for Youth's Lifestyle Enhancement Programme
VOs	Voluntary Organisations

1. INTRODUCTION

The Malta Council for the Voluntary Sector was established to support the development of a more effective and efficient voluntary and community sector both in Malta and Gozo. It provides support and services to organisations through information, advice, and training, as well as facilitating networking and connections within the sector itself, and between voluntary organisations and the public and private sectors.

The aim of this report is to identify the labour workforce engaged by registered Voluntary Organisations (VOs) in Malta, including full-time and part-time employees.

The report will highlight statistical data of employed persons with voluntary organisations according to the sectors they represent which include:

- Social and Humanitarian Organisations
- Education, Sports and Youth
- Arts and Culture
- Health and Safety
- Environment and Animal Welfare

Statistical data being represented in this report will gather information pertaining to:

- Overall Number of registered part-time employees with VOs;
- Overall Number of registered full-time employees with VOs;
- Sectoral Organisations detailing part-time employees with VOs; and
- Sectoral Organisations detailing full-time employees with VOs.

The report will also give an analysis in terms of:

- Age-groups employed with VOs;
- Gender of employees working at VOs; and
- Job Occupation.

A Case Study of three organisations, Inspire Foundation, Richmond Foundation and St. Jeanne Antide Foundation is also given in order to analyse the cost-effectiveness of the services provided by the mentioned VOs.

2. EMPLOYMENT STATISTICAL ANALYSIS

2.1 Number of registered employees with registered Voluntary Organisations as at November 2015

In November 2015, there were 1,198 employed persons with voluntary organisations enrolled with the Malta Council for the Voluntary Sector for which 730 workers (60.93%) are employed on a full-time basis and 468 workers (39.07%) work on a part-time basis. The highest recorded number of employees work with VOs in the Health and Disability sector, with 563 persons (46.99%) employed in this sector. The least number of recorded employees was in the Arts and Culture Sector, with 53 employees, followed by the Environment and Animals Welfare, with 63 employees. The Education, Sports and Youth Sector has also recorded a high number of employees (275 workers), however this is due to the number of registered workers with San Anton School, which is registered as a VO.

Table 2.1.1 Overall Number of Registered employees with NGOs, by Sector

Sector	Full Time		Part Time		Total
	Total number	Percentage (%)	Total Number	Percentage (%)	
Social and Humanitarian	107	43.85	137	56.15	244
Education Sports and Youth	195	70.91	80	29.09	275
Arts and Culture	26	49.06	27	50.94	53
Health and Disability	378	67.14	185	32.86	563
Environment and Animal Welfare	24	38.10	39	61.90	63
Total	730	60.93	468	39.07	1198

Chart 2.1.1: Overall number of registered employees with NGOs, by Sector: in percentage figures

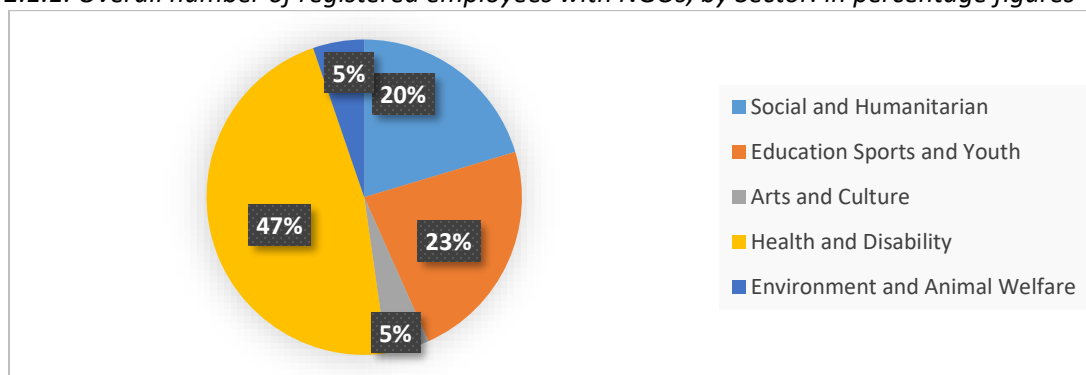
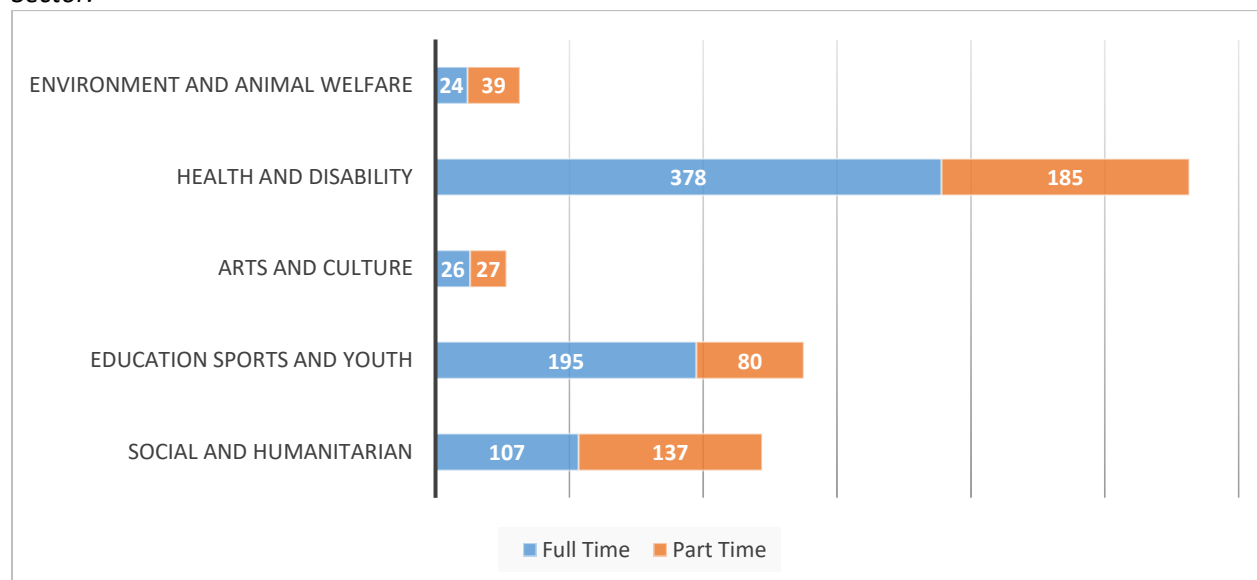


Chart 2.1.2: Overall Number of registered Full Time and Part Time workers with registered VOs, by Sector:



The biggest employer, in the Voluntary Sector, is *Id-Dar tal-Providenza*, employing 252 persons, followed by *San Anton School* with 214 employees and *Inspire Foundation (The Eden and Razzett Foundation)* with 169 employees. Although the highest number of employees with VOs is listed under the Health and Disability Sector, the voluntary sector with the largest number of VOs with registered employment is the Social and Humanitarian Sector.

2.2 Number of Male and Female Employees with Registered Voluntary Organisations as at November 2015

Contrary to the general employment situation in Malta (Chart 2.2.2), the number of females employed with registered voluntary organisations (VOs) outnumber the male counterparts. 70.12% of the total employed persons with registered VOs are female, while only 29.88% are male. This is also shown by the fact that most of the voluntary organisations employ Services and Sales workers (as shown in Table 2.4.1), which is a job occupation that is absolutely dominated by females.

Table: 2.2.1: Number of registered employees with VOs, by Gender

Sector	Male				Female				Total Employees
	Full Time	Part Time	Total	% of Total Employees	Full Time	Part Time	Total	% of Total Employees	
Social and Humanitarian	43	51	94	38.52	64	86	150	61.48	244
Education Sports and Youth	44	29	73	26.55	151	51	202	73.45	275
Arts and Culture	22	18	40	75.47	4	9	13	24.53	53
Health and Disability	80	40	120	21.31	298	145	443	78.69	563
Environment and Animal Welfare	13	18	31	49.21	11	21	32	50.79	63
Total	202	156	358	29.88	528	312	840	70.12	1198

Chart 2.2.1: Percentage of Employees with VOs by Gender, in percentage figures

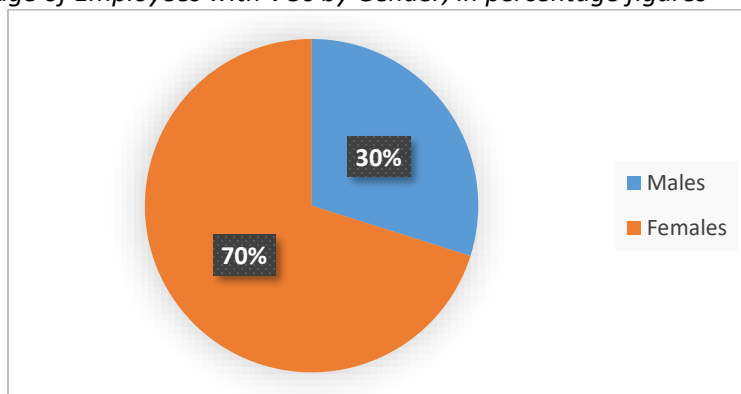
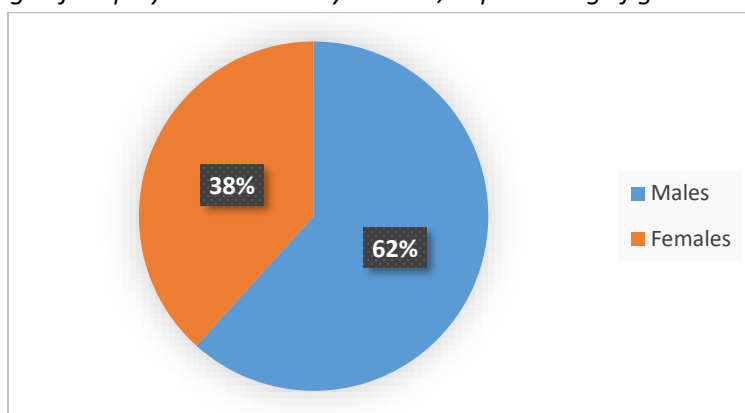
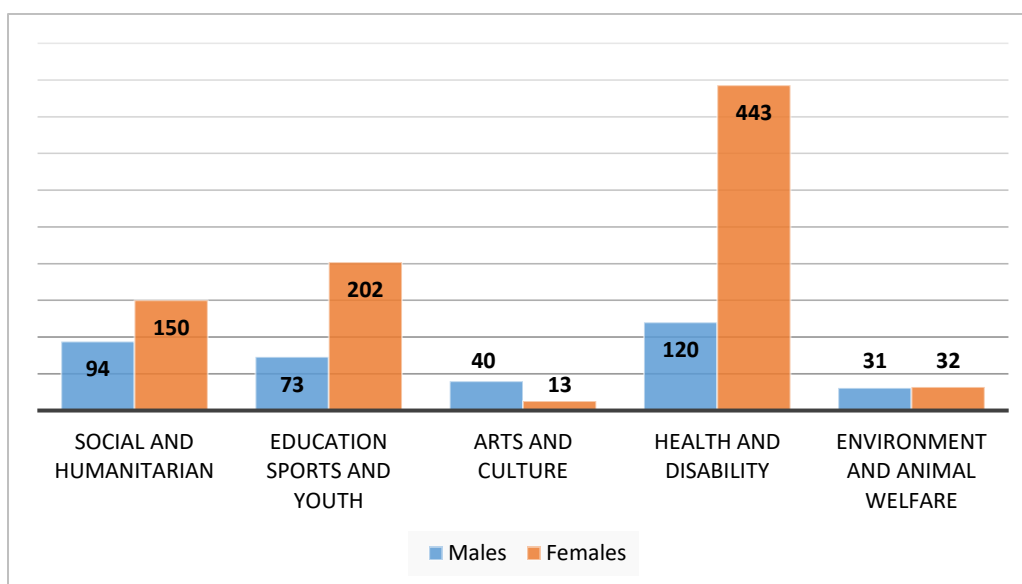


Chart 2.2.2: Percentage of Employees in Malta by Gender, in percentage figures



In the majority of the voluntary sectors mention above, VOs employ more female than males, with the exception of the Arts and Culture Sector, which employs more male. The number of males and females employed with VOs in the Environment and Animal Welfare sector are balanced, having 31 males and 32 female workers. Within the Health and Disability Sector, females outnumber male workers, mainly due to the number of females who occupy the job position as Services and Sales workers.

Chart 2.2.3: The number of Male and Female Employees with registered VOs, according to the different sectors



This gender imbalance is also reflected by employees working on a full time or part time basis, as shown in Chart 2.2.4. The largest category is made up of females working on a full time basis, which exceeds the number of males working with registered VOs. This high number of female employees is recorded in all sectors, with the Education, Sports and Youth and Health and Disability Sectors recording an outstanding amount of females working on a full time basis.

Chart 2.2.4: Number of Total Full Time and Part Time employees employed with VO's, in terms of Gender

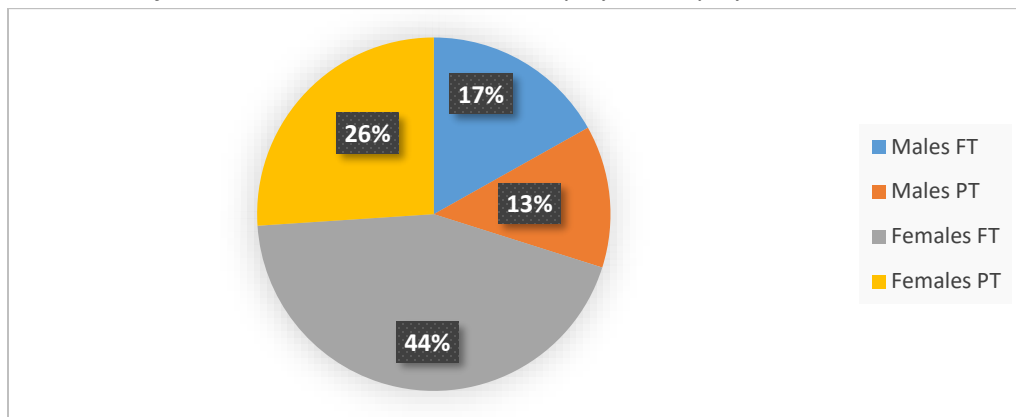
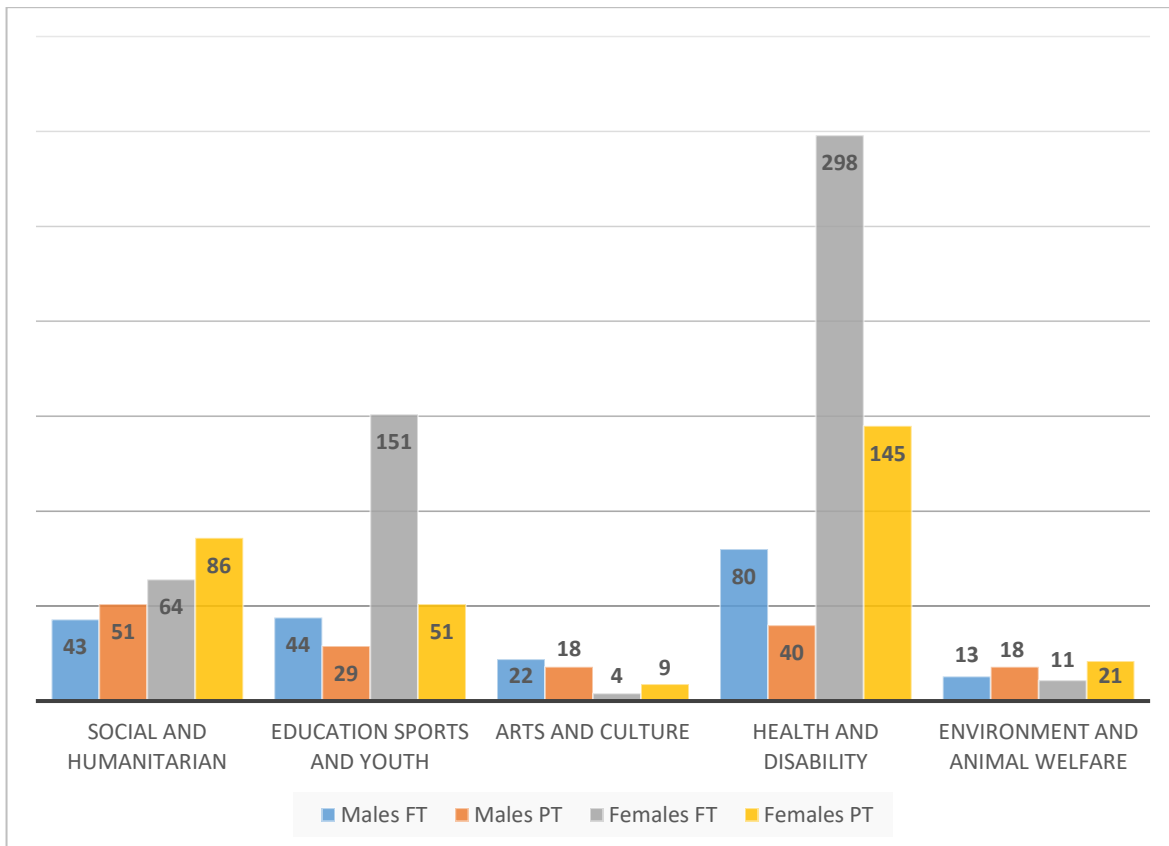


Chart 2.2.5: Number of Full Time and Part Time employees employed with VO's, in terms of Gender, as per sector



2.3 Number of Employees with Registered Voluntary Organisations, according to Age Groups, as at November 2015

In order to analyse whether employees employed with the Voluntary Sector are younger or older than the general labour workforce in Malta, employees were grouped into four age groups: Under 25, 25 – 39 years, 40 – 54 years and 55 & Over. This analysis provides us with further insight into the different composition of employees amongst the different VO sectors. The overall number of registered employees with registered VOs shows that the majority of the employees are aged between 25-39 years, amounting to 469 employees (39.15%). Employees aged under 25 years ranked lowest.

Table 2.3.1 provides detailed information on the number of employees employed by registered VOs, according to the five different sectors, segregated by Age Groups and whether they are on a full time or part time basis. This table illustrates that the absolute majority of those aged between 25 and 39 work on a full time basis, with the exception of those working in the Social and Humanitarian Sector, which is the only sector which registers more part time workers than full time workers in all age brackets. It is interesting to point out that the Arts and Culture and the Environment and Animal Welfare Sectors registered higher number of part time workers for those aged 40 and over. On a general overview, as shown in Chart 2.3.2, the number of full-time and part-time workers aged under 25 are quite balanced. On the other hand, in percentage basis, those aged between 25 and 39, both years included, are mostly on a full-time basis.

Chart 2.3.1: Overall number of registered employees with registered VOs, by Age Groups

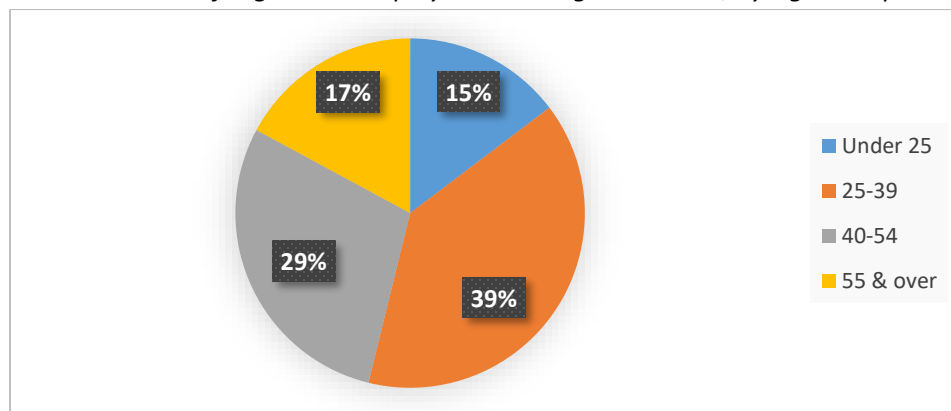


Table 2.3.1: Overall Number of registered Full Time and Part-Time workers with registered Voluntary Organisations, by Age Groups

Sector	Under 25			25-39			40-54			55&over		
	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
<i>Social and Humanitarian</i>	8	9	17	36	43	79	40	53	93	23	32	55
<i>Education Sports and Youth</i>	22	16	38	84	27	111	64	23	87	25	14	39
<i>Arts and Culture</i>	5	4	9	12	9	21	6	9	15	3	5	8
<i>Health and Disability</i>	54	55	109	153	78	231	107	26	133	64	26	90
<i>Environment and Animal Welfare</i>	1	2	3	14	13	27	4	16	20	5	8	13

In order to compare the number of employees, according to age groups, working with registered VOs and the general labour force in Malta, the middle groups had to be joined, as the National Statistics Office (NSO), provide such information in three age brackets: Under 25, 25 – 54 years and 55 & over. Chart 2.3.3 shows that as a percentage, the workforce in registered VOs is more equally distributed than the general labour force in Malta, with the number of employees in Malta under 25 and the 55 & Over age brackets registering lower percentages than those employed with VOs.

Chart 2.3.2: Overall Number of Full Time and Part Time Employees with registered Voluntary Organisations, by Age Group

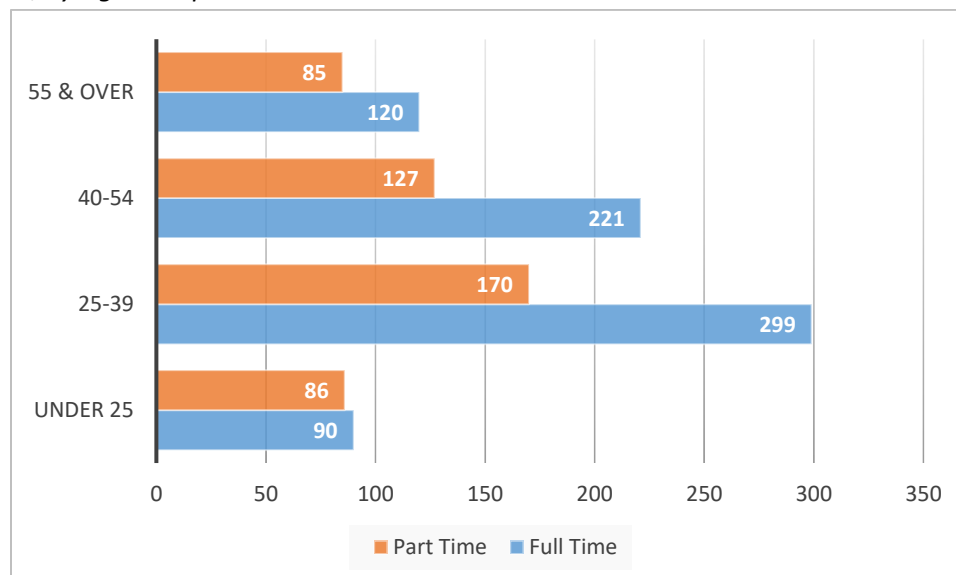
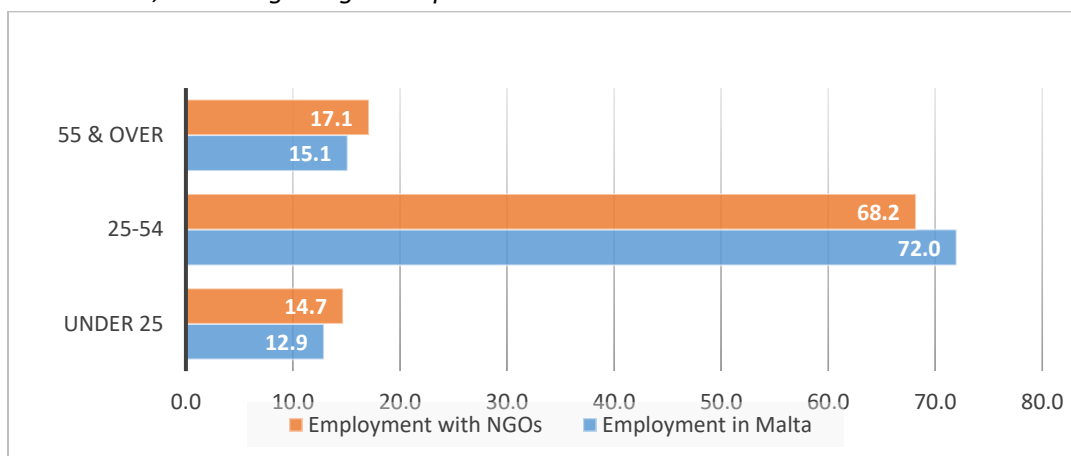


Chart 2.3.3: Percentage of Employees with registered Voluntary Organisations and the General Labour Workforce in Malta, according to Age Groups



The following chart, shows the overall number of registered employees, according to the four different age brackets, in each VO sector. It can be noted that the Health and Disability and the Arts and Culture sectors, as a percentage, employs younger workers than the rest of the sectors, whilst the Social and Humanitarian sector employs older workers, being the sector having the highest percentage of employees aged 40 and over. Charts 2.3.5 till 2.3.9, provide an analysis of the number of full time and part time employees in each age group, in the different sectors.

Chart 2.3.4: Overall number of Employees, by Age Groups, with registered Voluntary Organisations, by sector

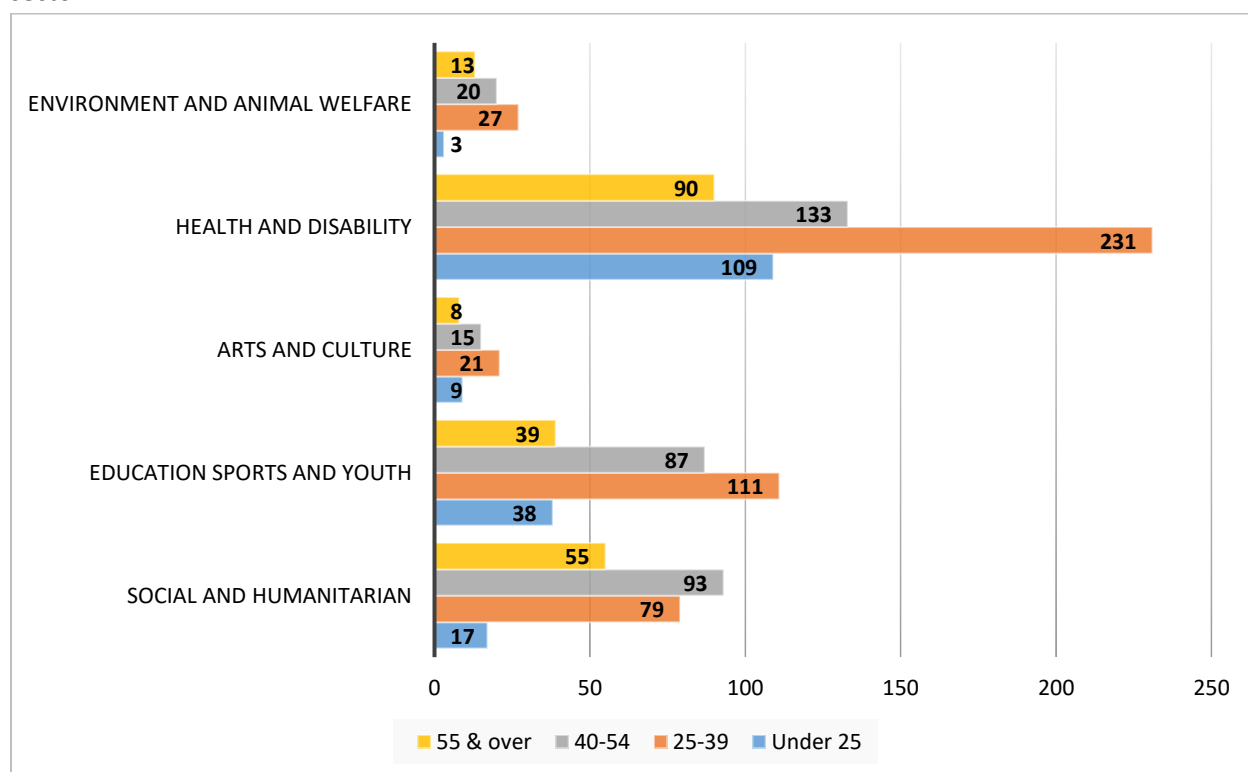


Chart 2.3.5: Total Number of Full Time and Part-Time workers with VOs in the Social and Humanitarian Sector, by Age Group

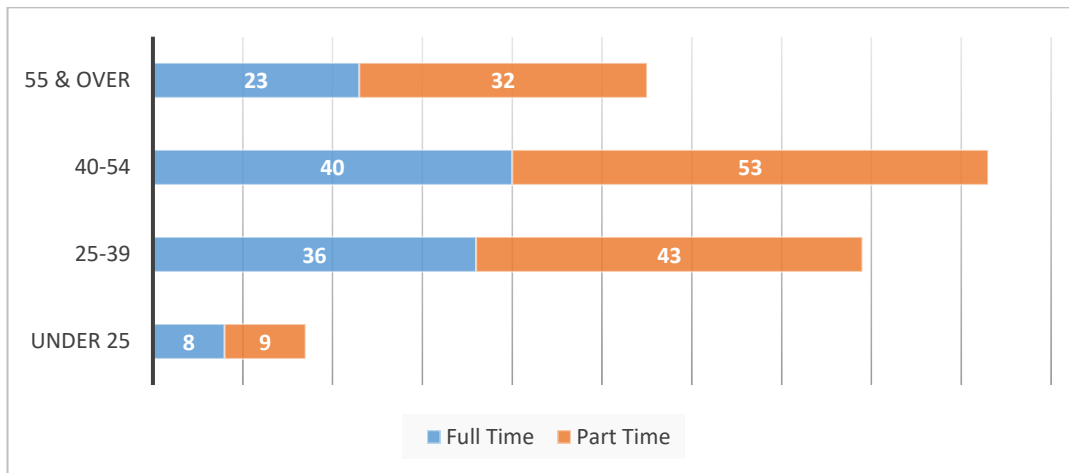


Chart 2.3.6: Total Number of Full Time and Part-Time workers with VOs in the Education, Sports and Youth Sector, by Age Group

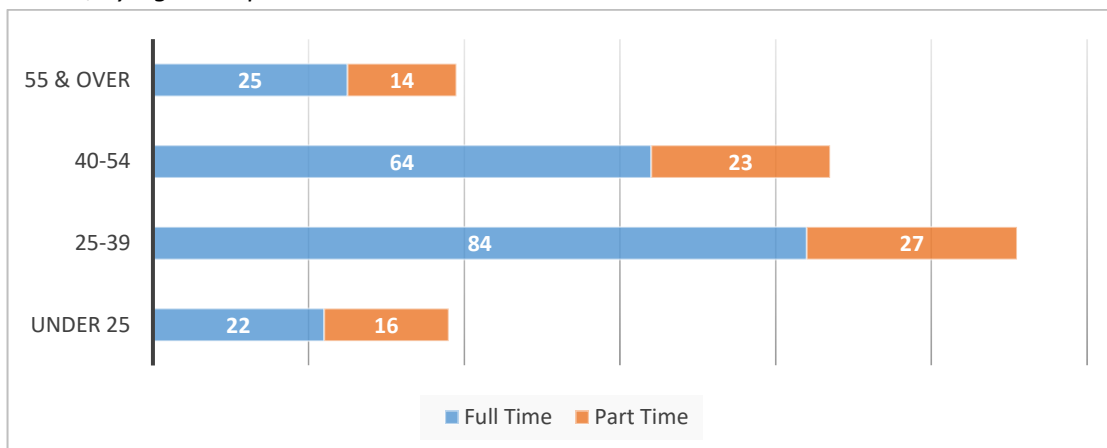


Chart 2.3.7: Total Number of Full Time and Part-Time workers with VOs in the Arts and Culture Sector, by Age Group

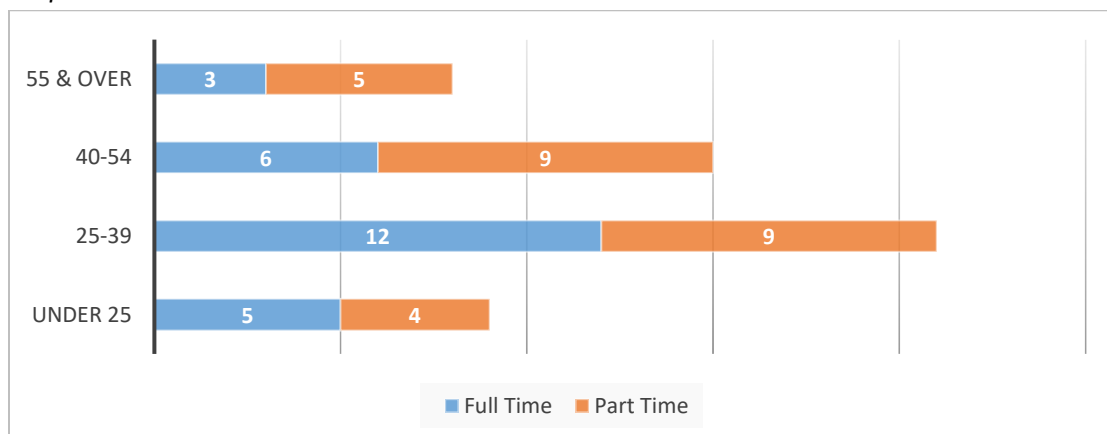


Chart 2.3.8: Total Number of Full Time and Part-Time workers with VOs in the Health and Disability Sector, by Age Group

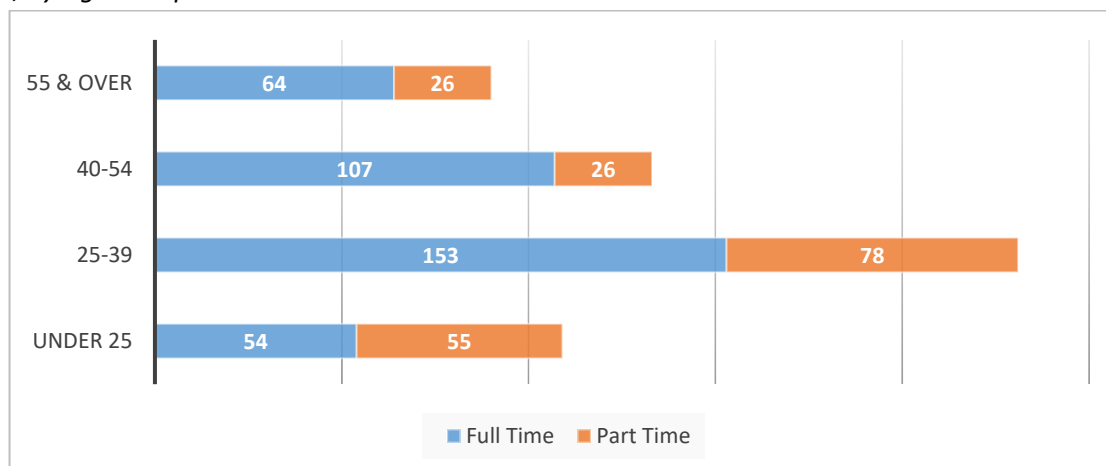
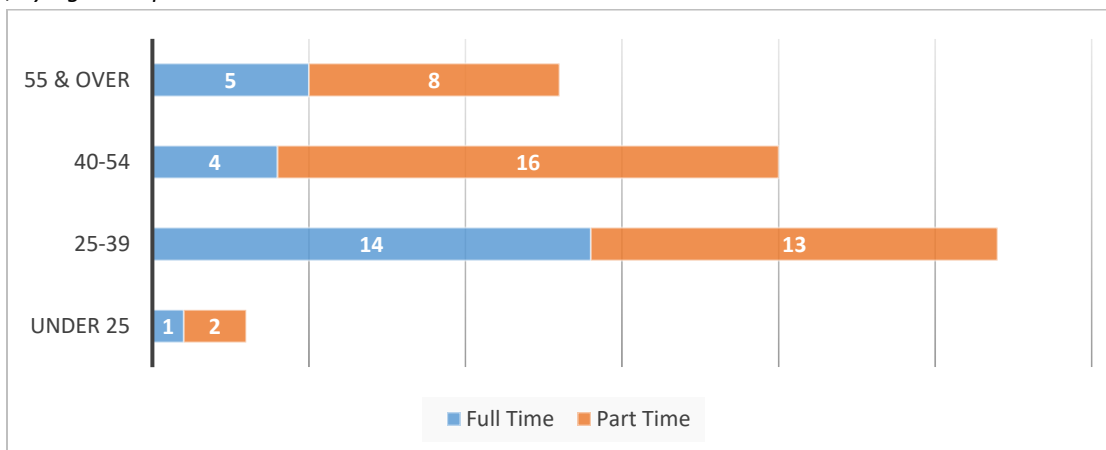


Chart 2.3.9: Total Number of Full Time and Part-Time workers with VOs in the Environment and Animal Welfare Sector, by Age Group

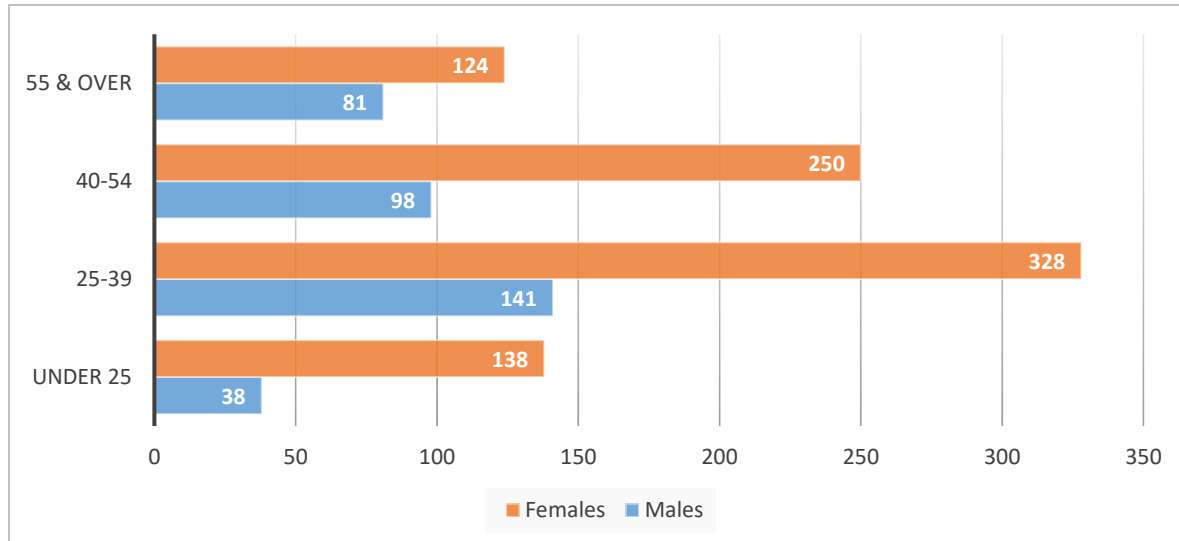


As can be seen from the above tables, the number of female employees is considerably higher than that of male employees in all age groups. However, as shown in Table 2.3.2 and Chart 2.3.10, the discrepancy between both genders is low for those aged 55 & over when compared to the younger workers, especially those who fall in the age bracket of 39 years and younger.

Table 2.3.2: Overall number of Male and Female Employees with registered Voluntary Organisations, by Age Group

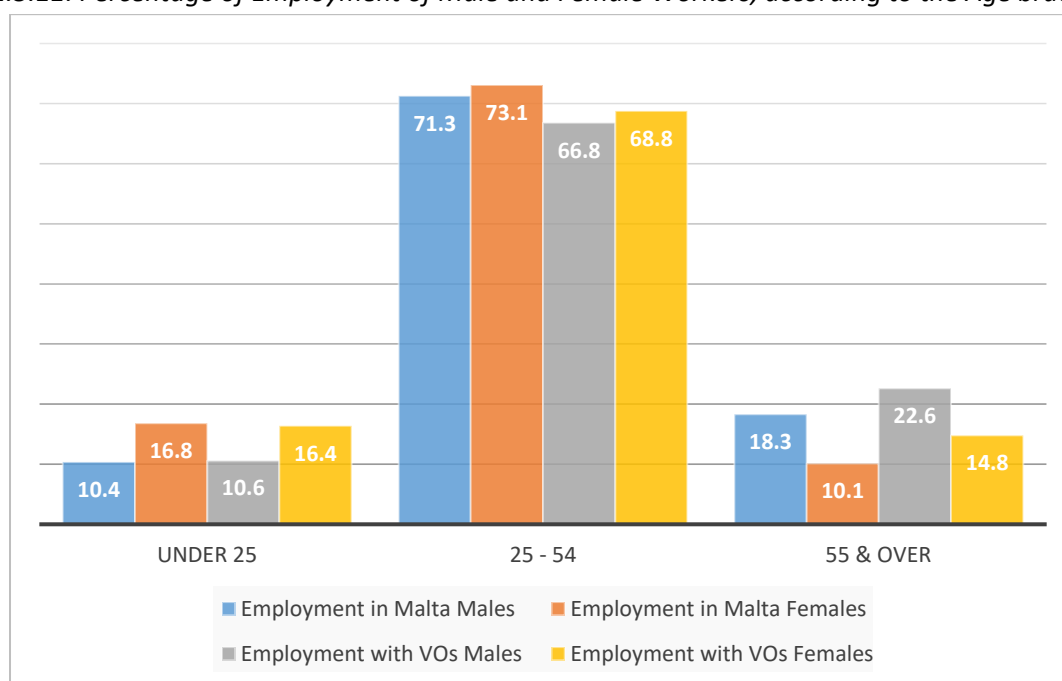
Sector	Under 25			25-39			40-54			55&over		
	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total
Social and Humanitarian	5	12	17	25	54	79	35	58	93	29	26	55
Education Sports and Youth	13	25	38	36	75	111	15	72	87	9	30	39
Arts and Culture	7	2	9	16	5	21	10	5	15	7	1	8
Health and Disability	13	96	109	51	180	231	28	105	133	28	62	90
Environment and Animal Welfare	0	3	3	13	14	27	10	10	20	8	5	13
Total	38	138	176	141	328	469	98	250	348	81	124	205

Chart 2.3.10: Overall number of Male and Female Employees with registered Voluntary Organisations, by Age Group



When comparing the percentages of employment by gender and age groups of employed persons with registered voluntary organisations and the general overview of the labour workforce in Malta, as shown in Chart 2.3.11, one could determine that a similar pattern exists. The percentage of females aged 54 and younger is higher than that of the male counterparts, whilst the percentage of males aged 55 and over is higher than that of the female counterparts.

Chart 2.3.11: Percentage of Employment of Male and Female Workers, according to the Age brackets



As illustrated in Chart 2.3.12 up till Chart 2.3.16, all sectors record a higher number of female employees with the exception of the Arts and Culture Sector, for which figures outlined in the charts below show that the younger workers are generally more female dominated than the older workers.

Chart 2.3.12: Total Number of Male and Female workers with VOs in the Social and Humanitarian Sector, by Age Group

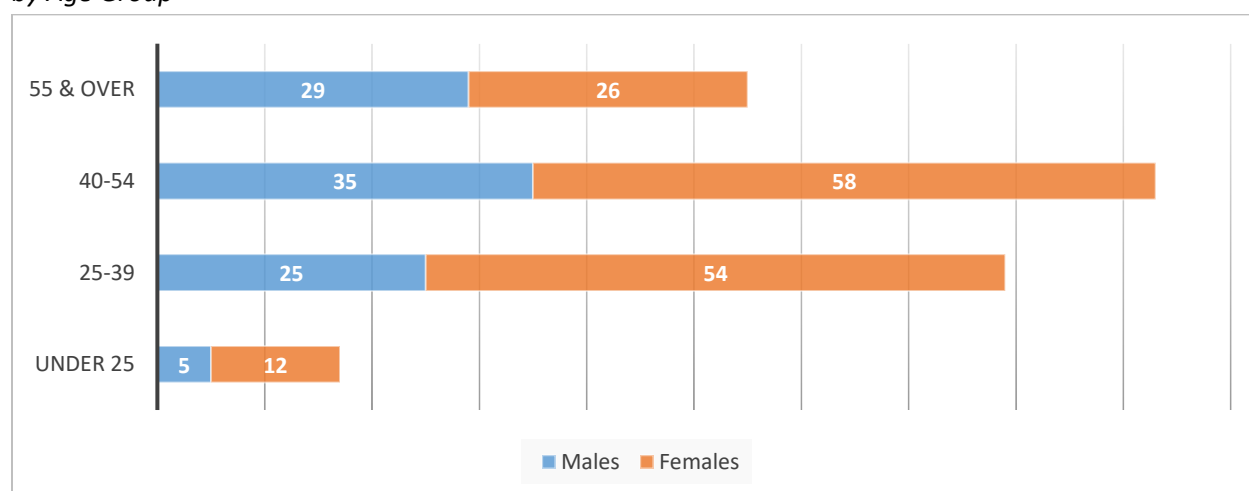


Chart 2.3.13: Total Number of Male and Female workers with VOs in the Education, Sports and Youth Sector, by Age Group

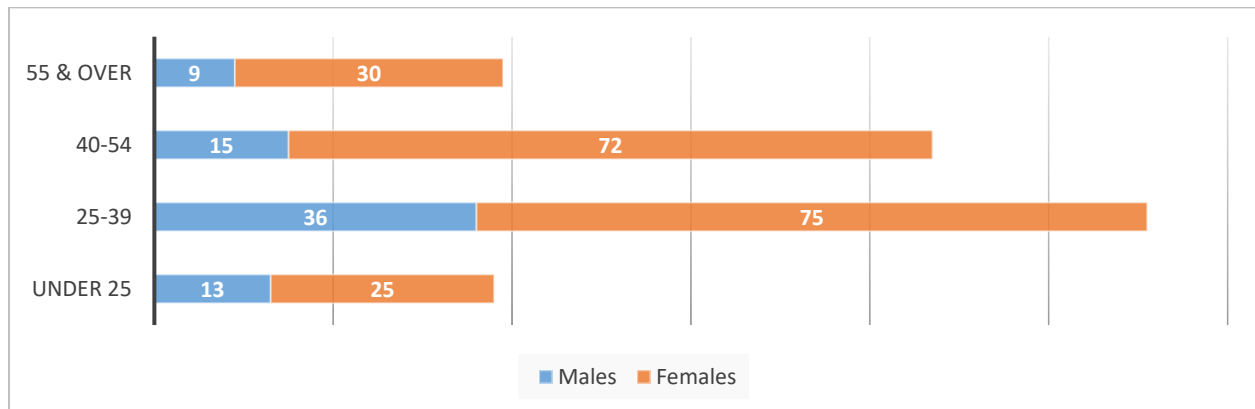


Chart 2.3.14: Total Number of Male and Female workers with VOs in the Arts and Culture Sector, by Age Group

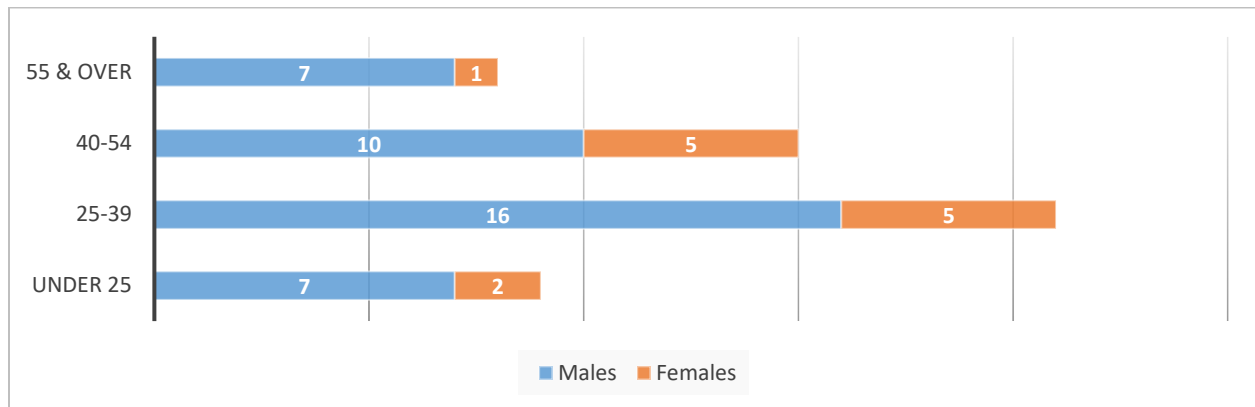


Chart 2.3.15: Total Number of Male and Female workers with VOs in the Health and Disability Sector, by Age Group

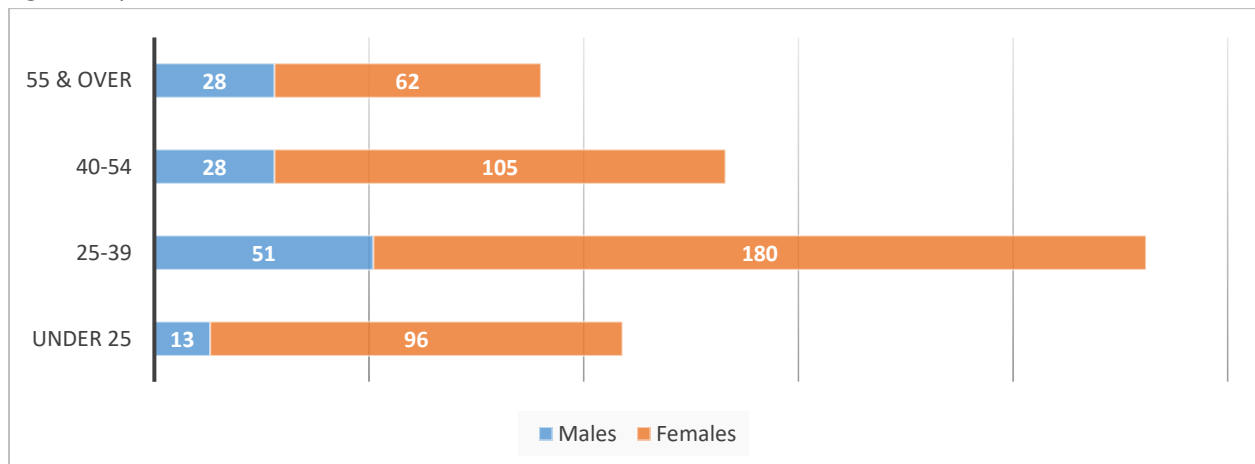
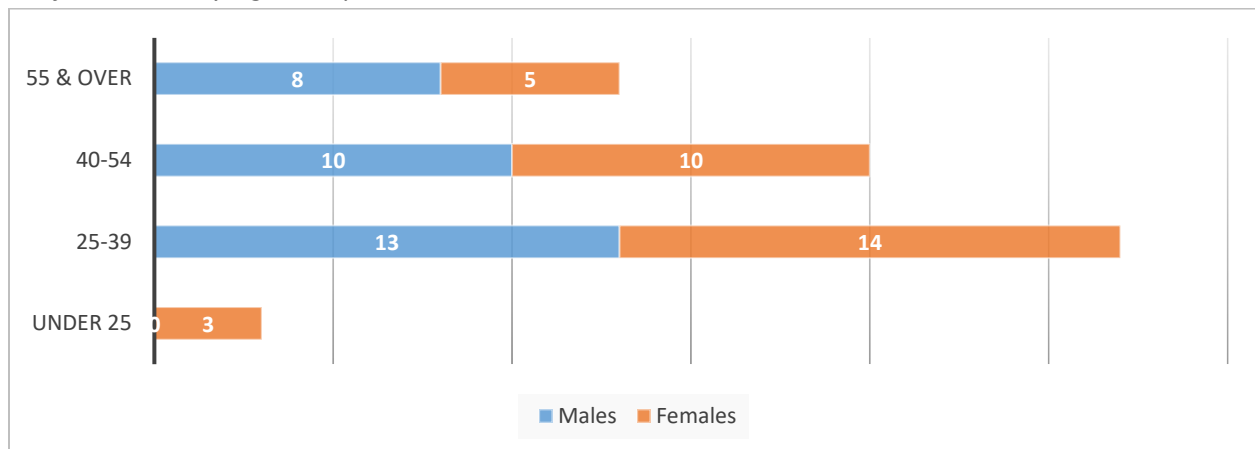


Chart 2.3.16: Total Number of Male and Female workers with VOs in the Environment and Animal Welfare Sector, by Age Group



2.4 Number of Employees with Registered Voluntary Organisations, according to Job Occupation, as at November 2015

Most Voluntary Organisations offer a service to the general community or supported targeted clients. These support services require a number of workers who render the service according to the VO's characteristics. This situation in the voluntary sector is reflected by the job occupation of employees registered with VOs. The vast majority, 41.4% (496 employees) of the total workforce with VOs are Services and Sales Workers. The Health and Disability Sector is the sector most contributing to such occupation. This job occupation is followed by Professionals, which is mostly being contributed by teachers in the Education, Sports and Youth Sector and Doctors from the Health and Disability Sector. Skilled agricultural, fishery and forestry workers, craft related trades workers and plant machine operator and assemblers are the least common job occupations found at registered VOs, totaling to 1.17% (14 workers) of the entire labour workforce with registered Maltese VOs. Table 2.4.1 and Chart 2.4.1 provides an overview of the employees enrolled with VOs, by job occupation.

Chart 2.4.1: Overall Number of Employees with registered Voluntary Organisations, by Job Occupation

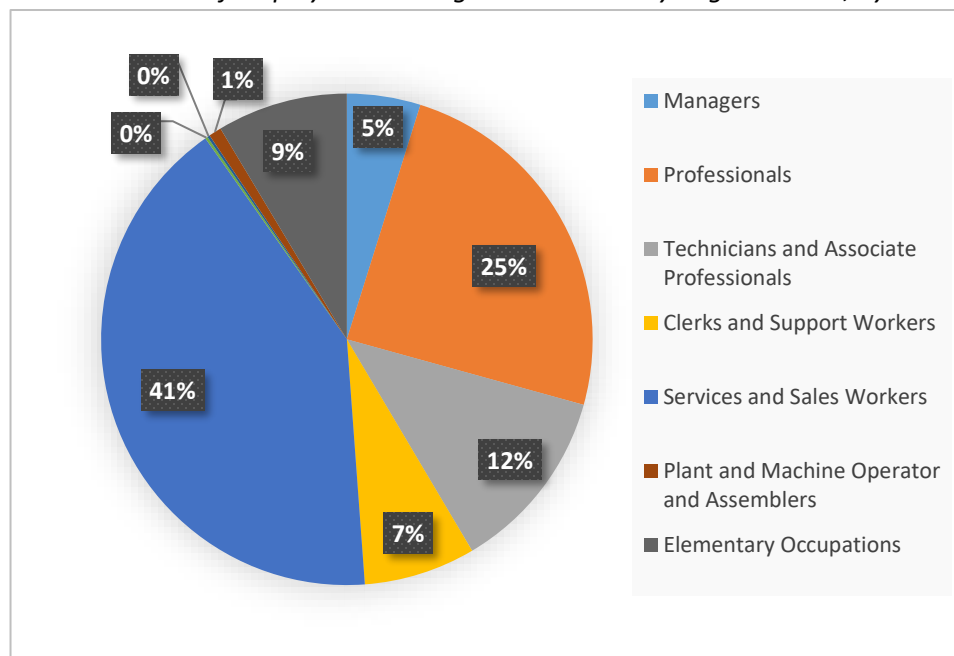


Table 2.4.1: Overall Number of Full Time and Part Time Employees with registered Voluntary Organisations, by Job Occupation

Sector	Social and Humanitarian			Education, Sports and Youth			Arts and Culture			Health and Disability			Environment and Animal Welfare			Total	
	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total		%
Managers	6	11	17	7	3	10	6	0	6	10	2	12	8	5	13	58	4.84
Professionals	17	30	47	102	27	129	3	12	15	46	46	92	4	6	10	293	24.5
Technicians and Associate Professionals	17	17	34	23	12	35	7	8	15	29	14	43	6	13	19	146	12.2
Clerks and Support Workers	19	14	33	7	8	15	2	2	4	22	12	34	2	0	2	88	7.35
Services and Sales Workers	37	62	99	48	28	76	6	2	8	207	92	299	2	12	14	496	41.4
Skilled Agricultural, fishery and forestry workers	0	0	0	0	0	0	0	0	0	1	0	1	0	1	1	2	0.17
Craft and related trades Workers	0	0	0	0	0	0	0	0	0	2	0	2	0	0	0	2	0.17
Plant and Machine Operator and Assemblers	1	0	1	0	0	0	0	0	0	6	3	9	0	0	0	10	0.83
Elementary Occupations	10	3	13	8	2	10	2	3	5	55	16	71	2	2	4	103	8.6
Total	107	137	244	195	80	275	26	27	53	378	185	563	24	39	63	1198	100

The following charts, (Chart 2.4.2 till Chart 2.4.11) depict the percentage of each job occupation for each VO sector together with the number of full time and part-time employees according to job occupation. The following findings should be noted:

- Services and sales workers make up the highest number of registered employees with VOs in the Social and Humanitarian Sector. It is also important to note that this sector has the majority percentage of clerks and support workers, 14% (33 workers). In absolute figures only, the Health and Disability Sector has one more worker in such occupation (34 Clerks and Support Workers), however when compared to the large number of employees in the Health and Disability sector this totals to 6%.
- Most of the managers in the Social and Humanitarian Sector are on a part-time basis, totaling 6.7% (11 managers). The only job occupations which have more full timers than part-timers are 'clerks and support workers' and elementary occupations'.
- Nearly half of the employees in the Education, Sports and Youth Sector are professionals. This is due to the large number of teachers that are employed by San Anton school. For this reason the number of professionals in this sector has increased drastically and outnumbered the number of services and sales workers.
- The Arts and Cultural Sector has a balance of the different job occupations, having a considerable high amount of managers, professionals and technicians and associate professionals. This is due to the nature of the work. A number of registered voluntary organisations employ only a manager on a full-time basis, which could be the person managing the cultural programme of the organization (artistic director), while the rest might be volunteers engaged in this sector.
- The absolute majority of the employees (53.11% or 299 workers) in the Health and Disability Sector are services and sales workers. This sector has the greatest number of employees and thus even though the percentages might be small, the total figure is considerably high when compared to the other VO sectors. This sector also employs 1 full time Skilled Agricultural, fishery and forestry worker, 2 full time Craft and related trades workers and 6 full time and 3 part-time plant and machine operators and assemblers.
- 20.6% of those employed with VOs in the Environment and Animal Welfare are employed as managers, a high percentage rate when compared to the rest of the sectors. Also it could be noted that only one person on a part-time basis is registered as a Skilled agricultural, fishery and forestry worker.

Chart 2.4.2: Job Occupation of Employees with registered Voluntary Organisations in the Social and Humanitarian Sector

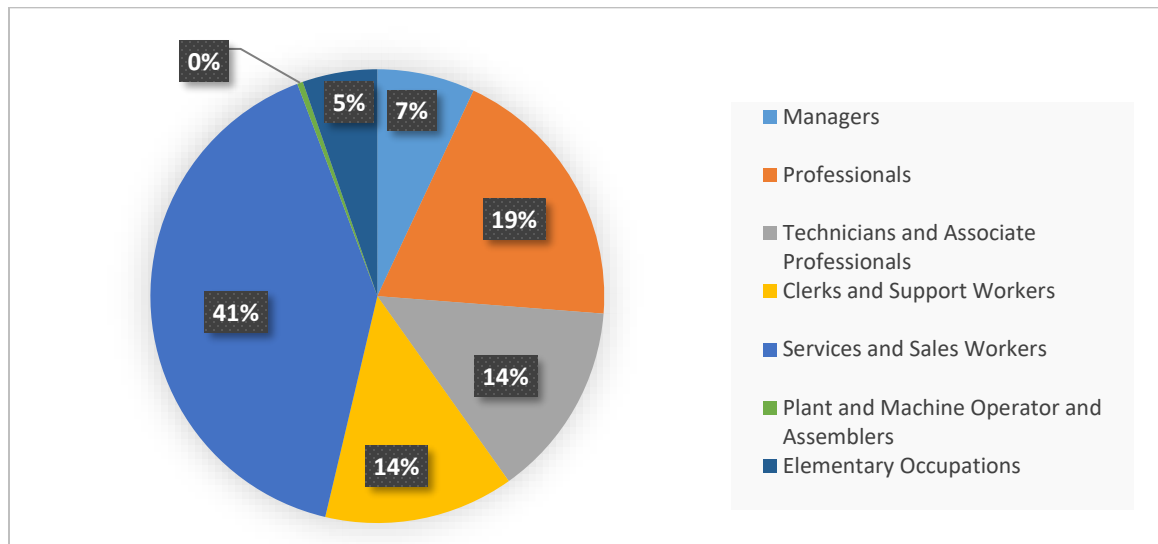


Chart 2.4.3: Job Occupation of Full Time and Part-time Employees with registered Voluntary Organisations in the Social and Humanitarian Sector

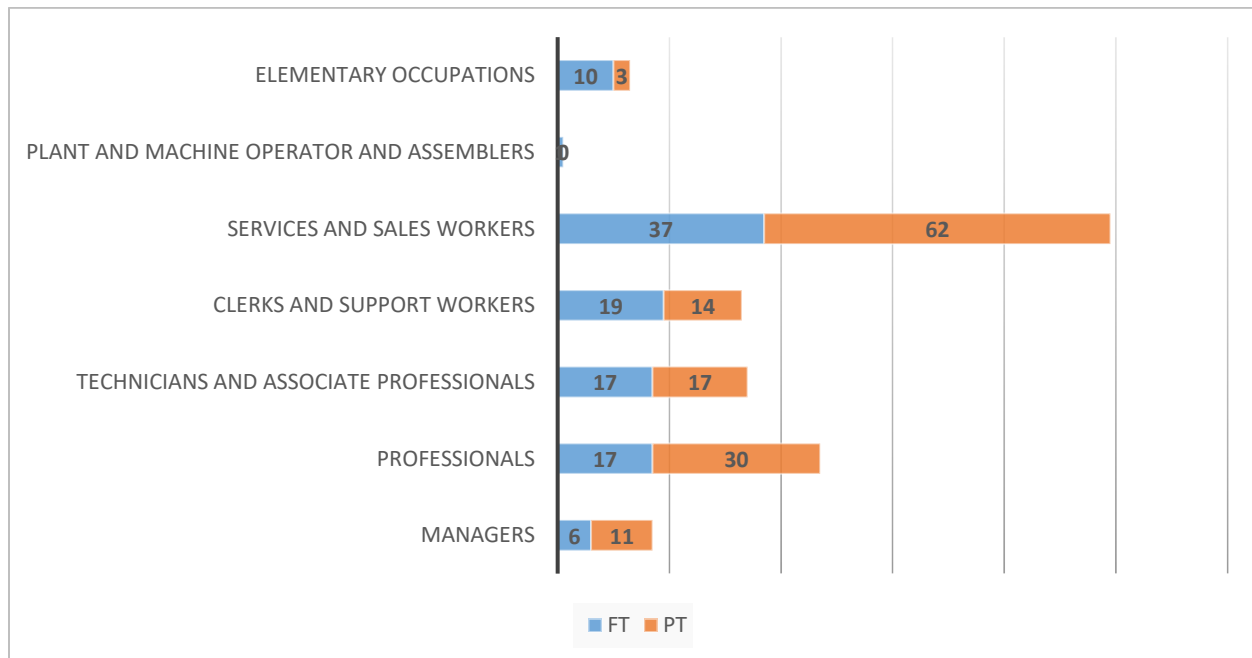


Chart 2.4.4: Job Occupation of Employees with registered Voluntary Organisations in the Education, Sports and Youth Sector

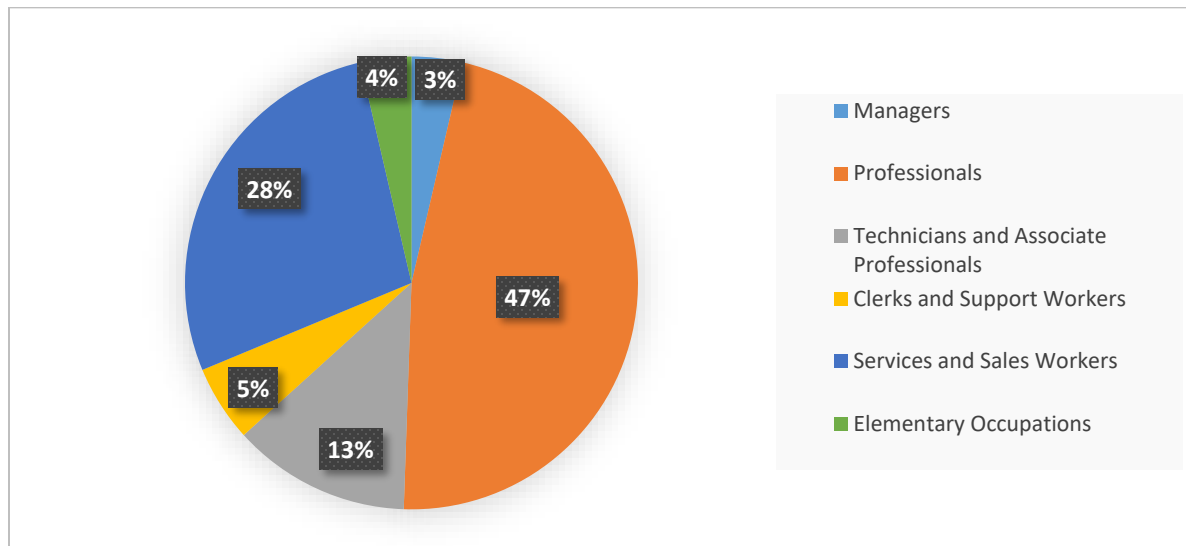


Chart 2.4.5: Job Occupation of Full Time and Part-time Employees with registered Voluntary Organisations in the Education, Sports and Youth Sector

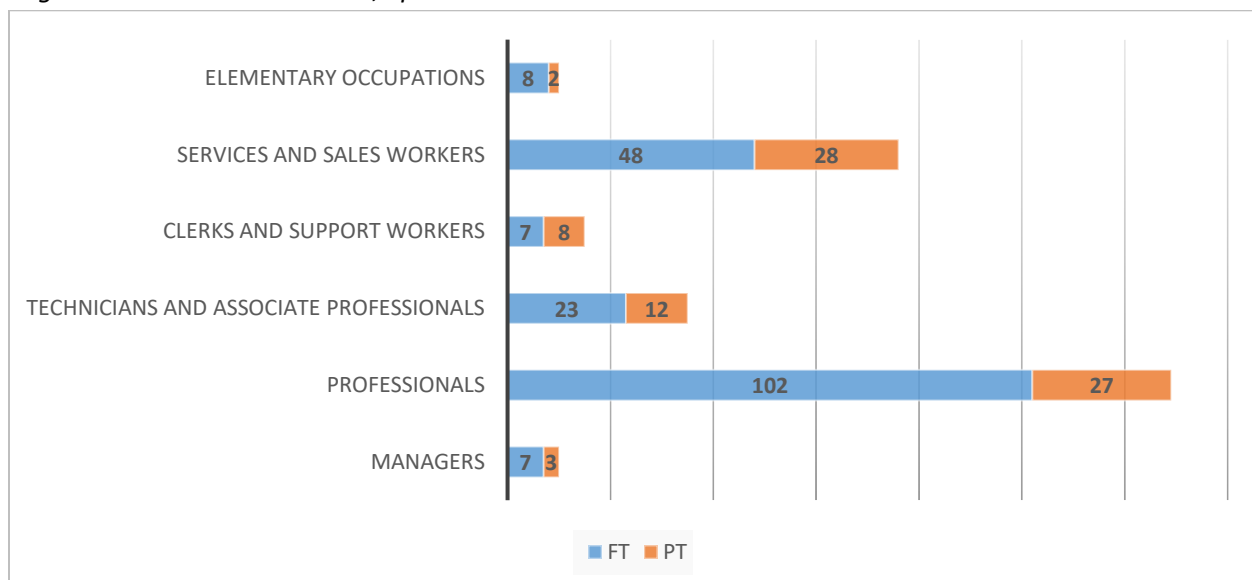


Chart 2.4.6: Job Occupation of Employees with registered Voluntary Organisations in the Culture and Arts Sector

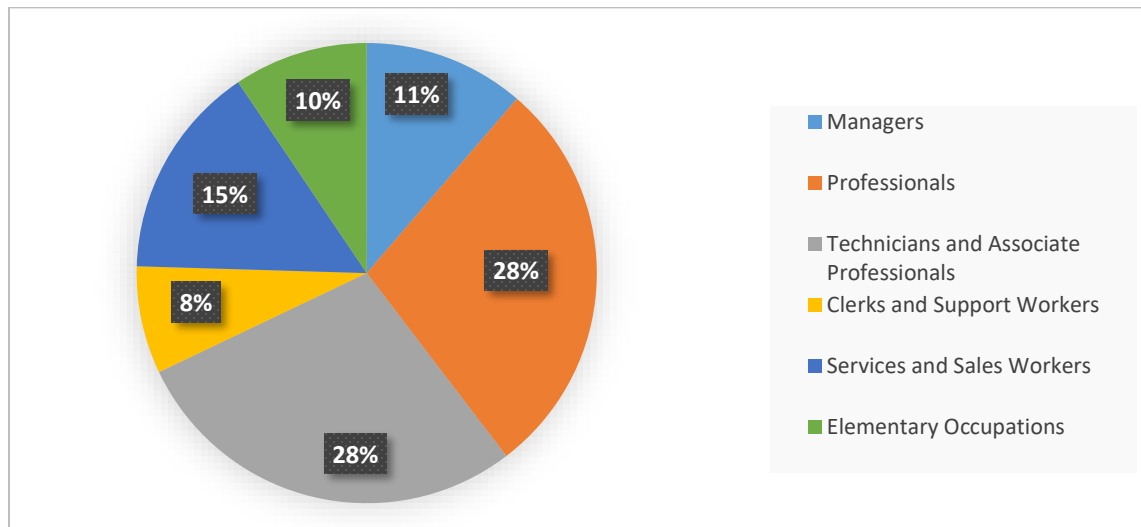


Chart 2.4.7: Job Occupation of Full Time and Part-time Employees with registered Voluntary Organisations in the Culture and Arts Sector

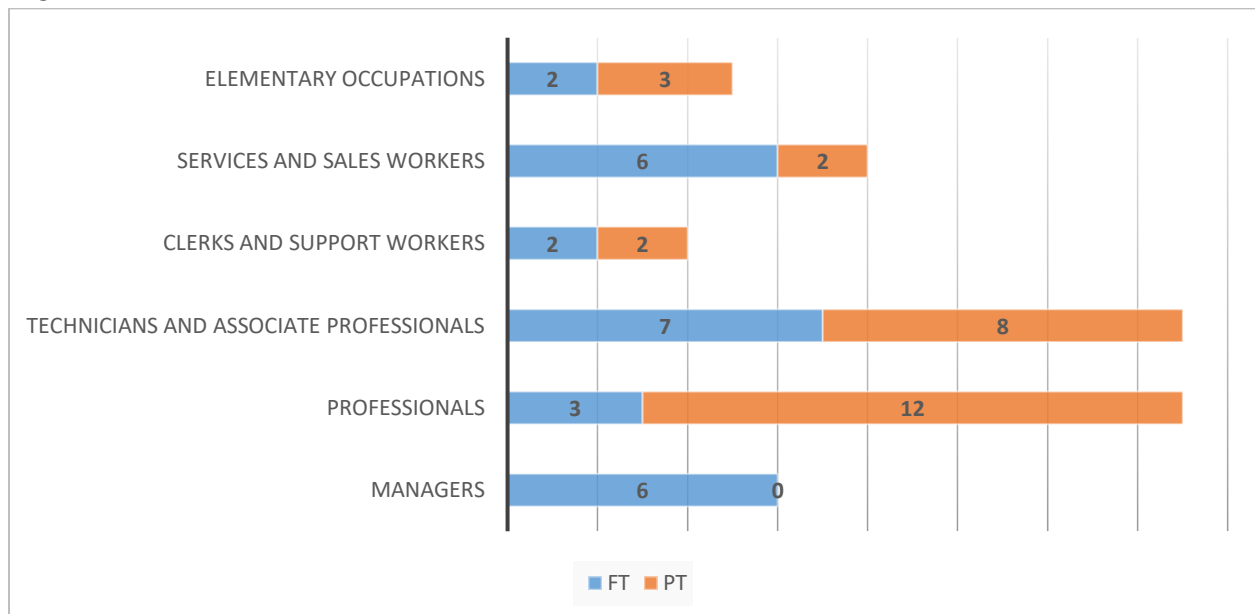


Chart 2.4.8: Job Occupation of Employees with registered Voluntary Organisations in the Health and Disability Sector

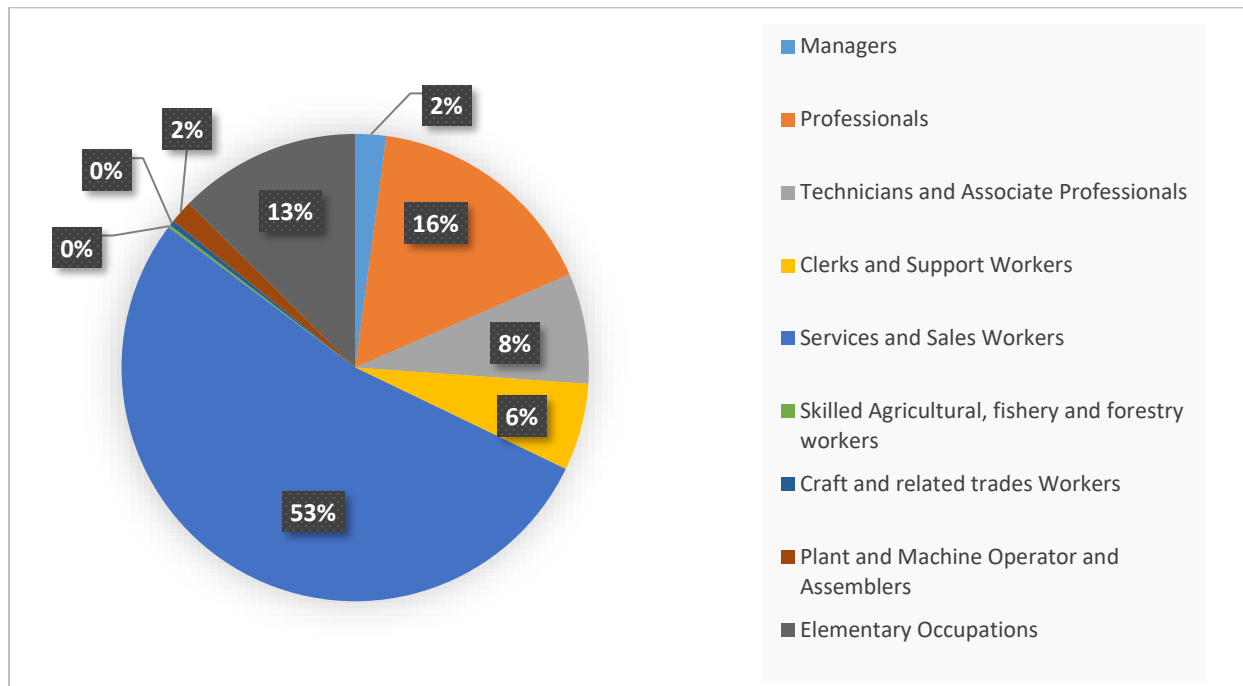


Chart 2.4.9: Job Occupation of Full Time and Part-time Employees with registered Voluntary Organisations in the Health and Disability Sector

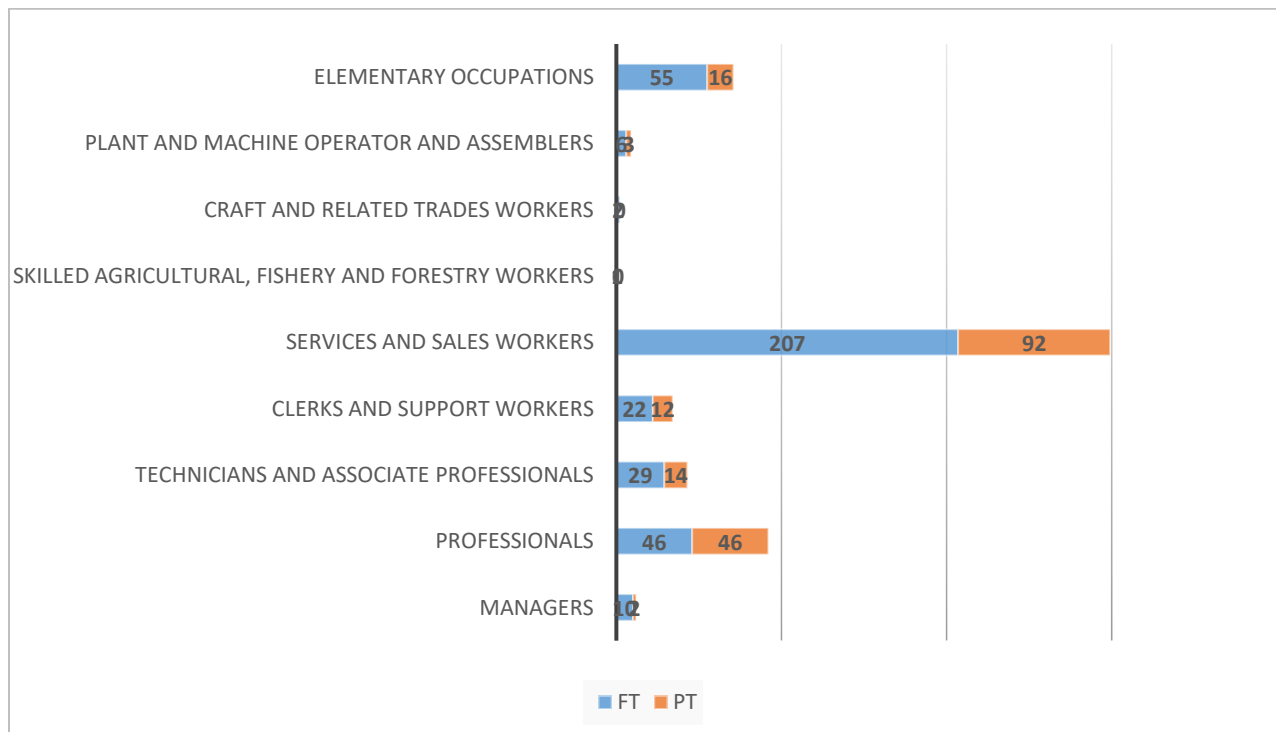


Chart 2.4.10: Job Occupation of Employees with registered Voluntary Organisations in the Environment and Animal Welfare Sector

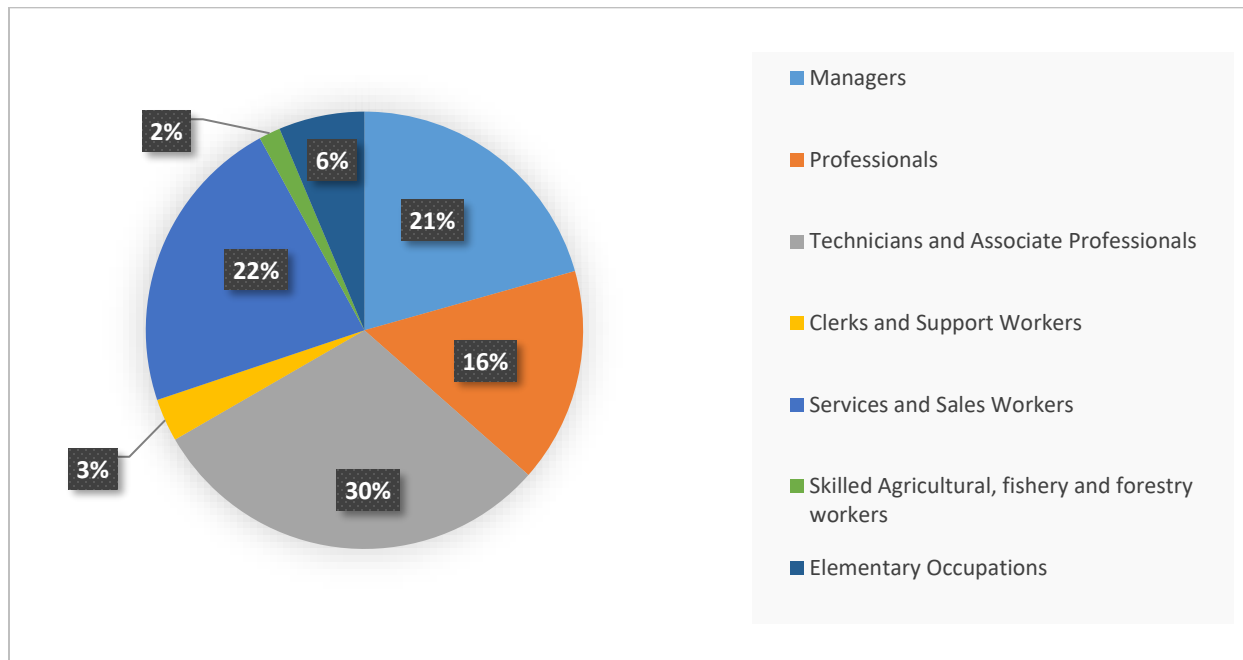
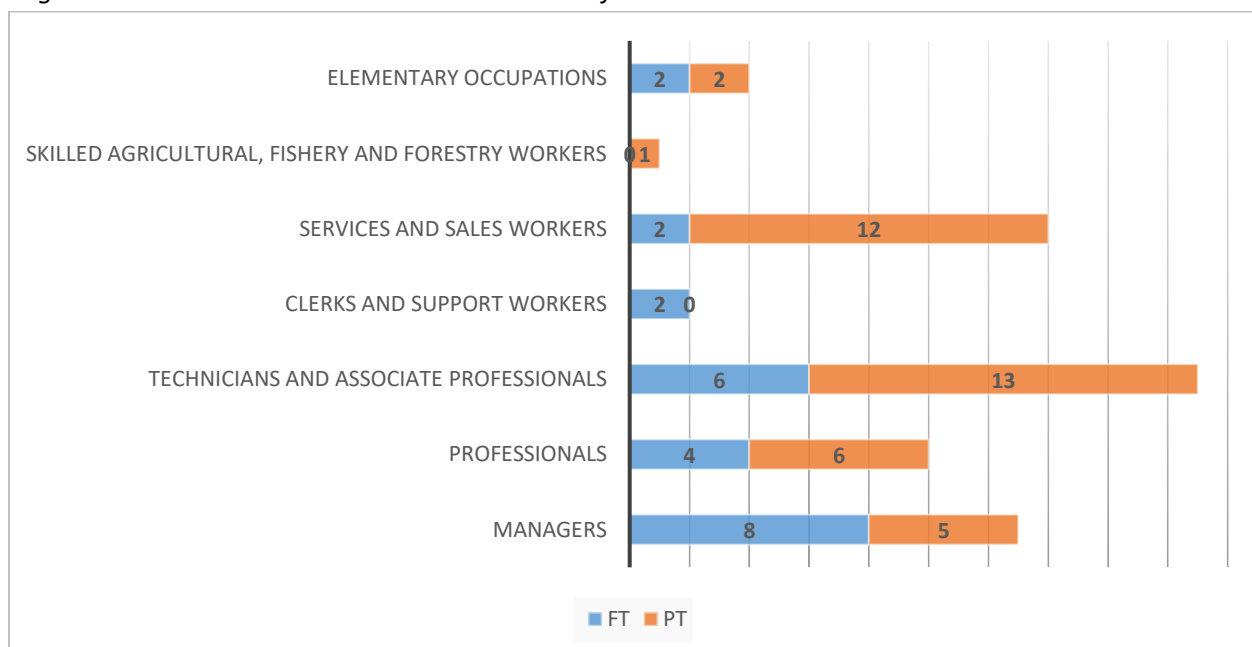


Chart 2.4.11: Job Occupation of Full Time and Part-time Employees with registered Voluntary Organisations in the Environment and Animal Welfare Sector



The following analysis shows the number of the same job occupation across the different VO sectors. The following charts (Chart 2.4.12 – Chart 2.4.16) show the number of employed male and female, full time and part-time workers for each job occupation in the different sector. This provides an insight on the structure and any stereotypes that might exist in the different job occupation / VO sector. The following points should be noted:

- Chart 2.4.12 depicts the job occupation of a manager which is mostly attributed to males. The vast majority, 68.97% (40 workers), are male managers, with most of them being employed on a full-time basis. The Environment and Animal Welfare is the furthestmost sector that employs female managers, totaling 38.46% (5 managers).
- The number of female professionals in the Education, Sports and Youth Sector and Health and Disability Sector outnumber the male counterparts. Professionals in the Education, Sports and Youth Sector are mostly teachers, a profession which is attributed to females, thus the large number of female professionals within this sector. On the other hand, the Social and Humanitarian, Arts and Culture and the Environment and Animal Welfare Sectors employ more male than female professionals.
- Chart 2.4.14 portrays a mix in the number of male and female technicians and association professionals. The Environment and Animal Welfare, the Health and Disability and the Social and Humanitarian Sectors employ more female than male technicians and association professionals. The number of part-time females in this job occupation is equal to that of full time. The other sectors, employ more male full time technicians and association professionals.
- Females make up 63.64% (56 workers) of the total clerks and support workers employed with VOs across all sectors. In all sectors, the highest category of workers are female full time clerks and support workers.
- Services and Sales workers are dominated by females, totalling 82.46% (409 out of 496 workers). The biggest contributor is the Health and Disability Sector which employs 53.43% of the total female services and sales workers. The Arts and Culture Sector is the only sector which employs only male services and sales workers.
- Skilled Agricultural, Fishery and Forestry workers, Craft and related Trades workers and Plant and Machine operators and Assembler workers are only featured in 3 sectors; the Health and Disability, which employs the majority of these workers, 12 out of 14 workers. All Plant and Machine Operators and Assembler workers are all male workers, while the other two occupations are gender balanced.
- Chart 2.4.16 highlights a general overview of persons working as elementary occupations. The biggest contributors to this occupation are full-time females working in the Health and Disability Sector.

Chart 2.4.12: Total number of Male and Female Full time and Part-time Managers employed with Voluntary Organisations, as per sector

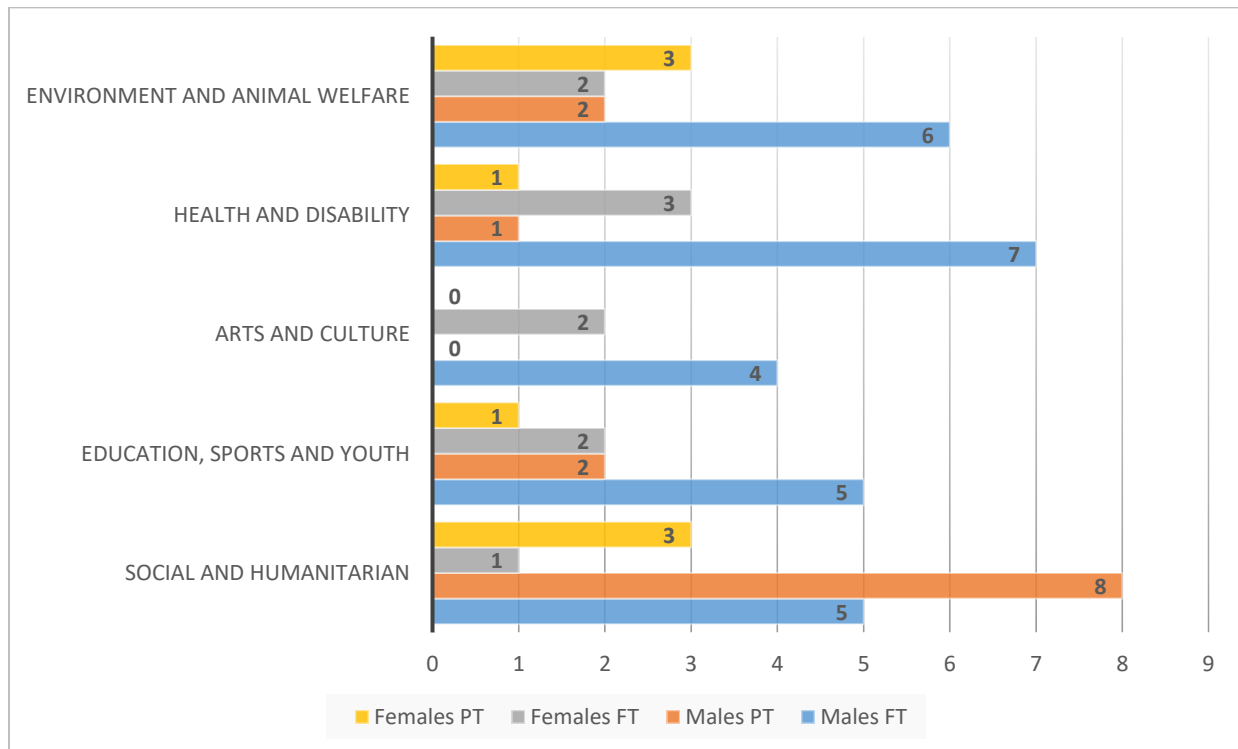


Chart 2.4.13: Total number of Male and Female Full time and Part-time Professionals with Voluntary Organisations, as per sector

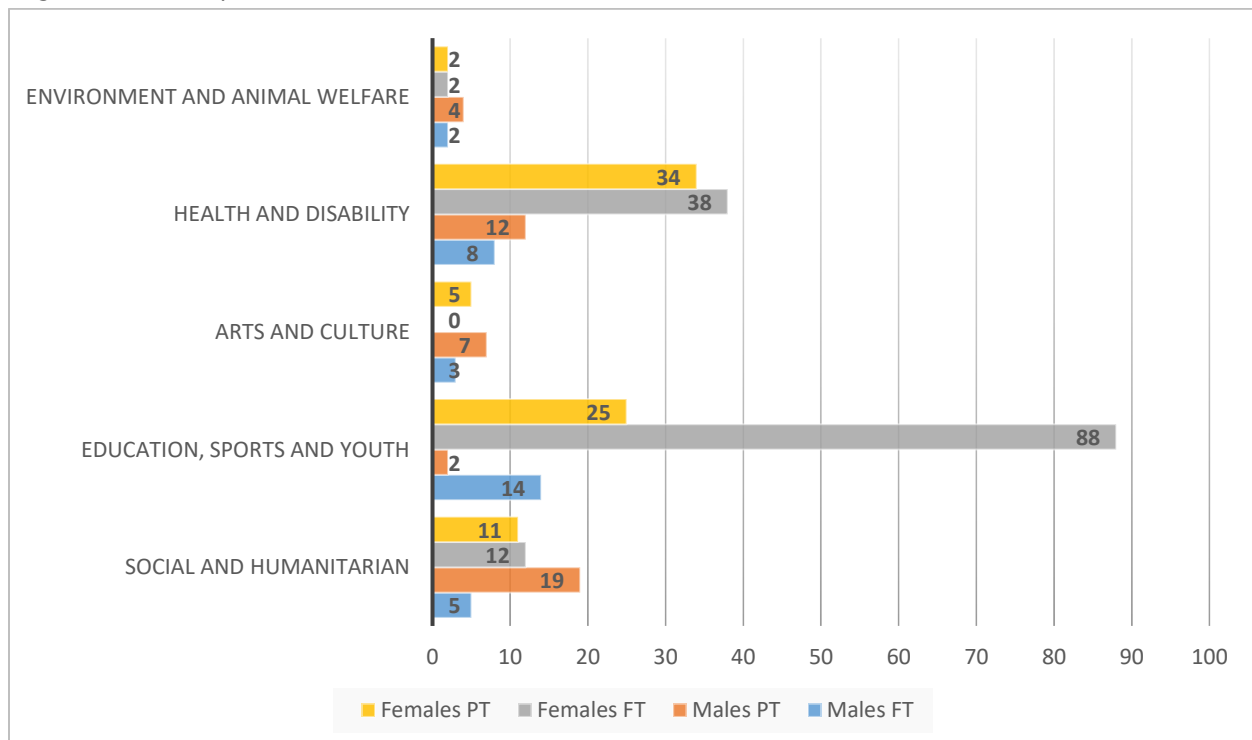


Chart 2.4.14: Total number of Male and Female Full time and Part-time Technicians and Association Professionals with Voluntary Organisations, as per sector

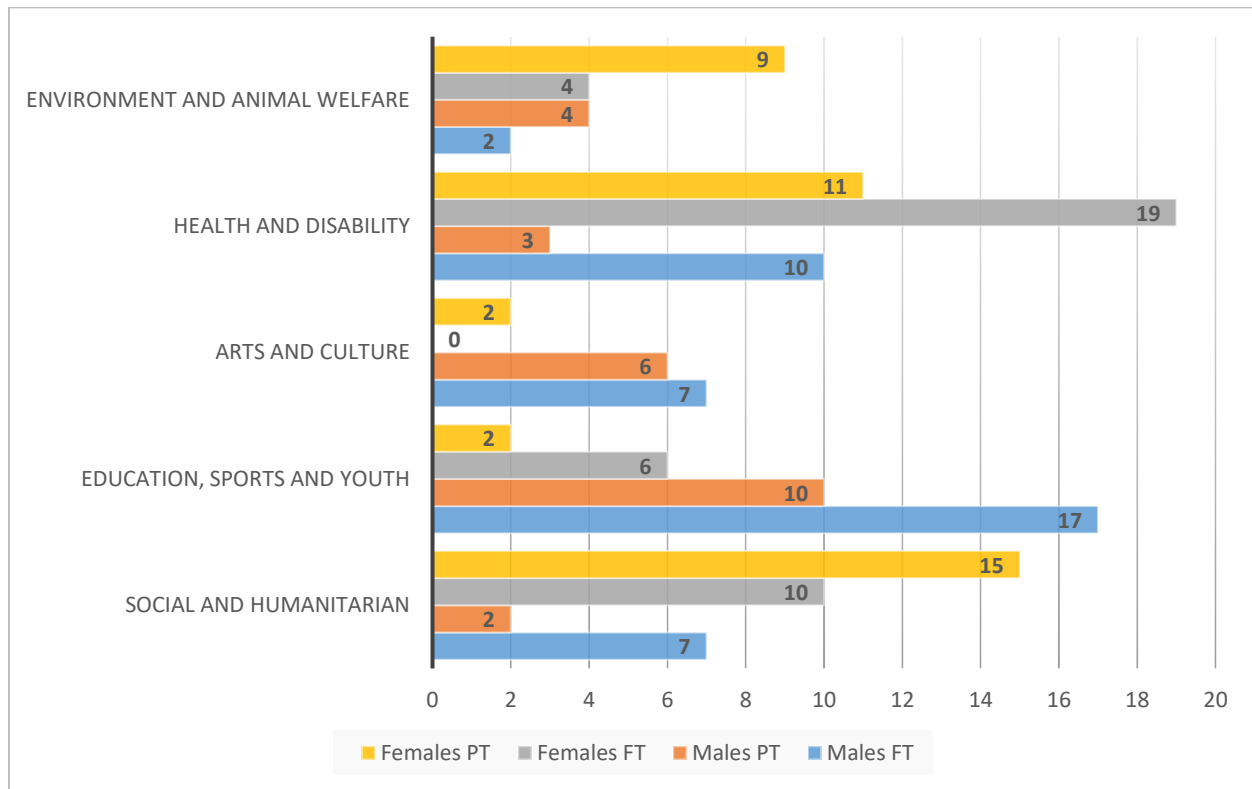


Chart 2.4.15: Total number of Male and Female Full time and Part-time Clerks and Support Workers with Voluntary Organisations, as per sector

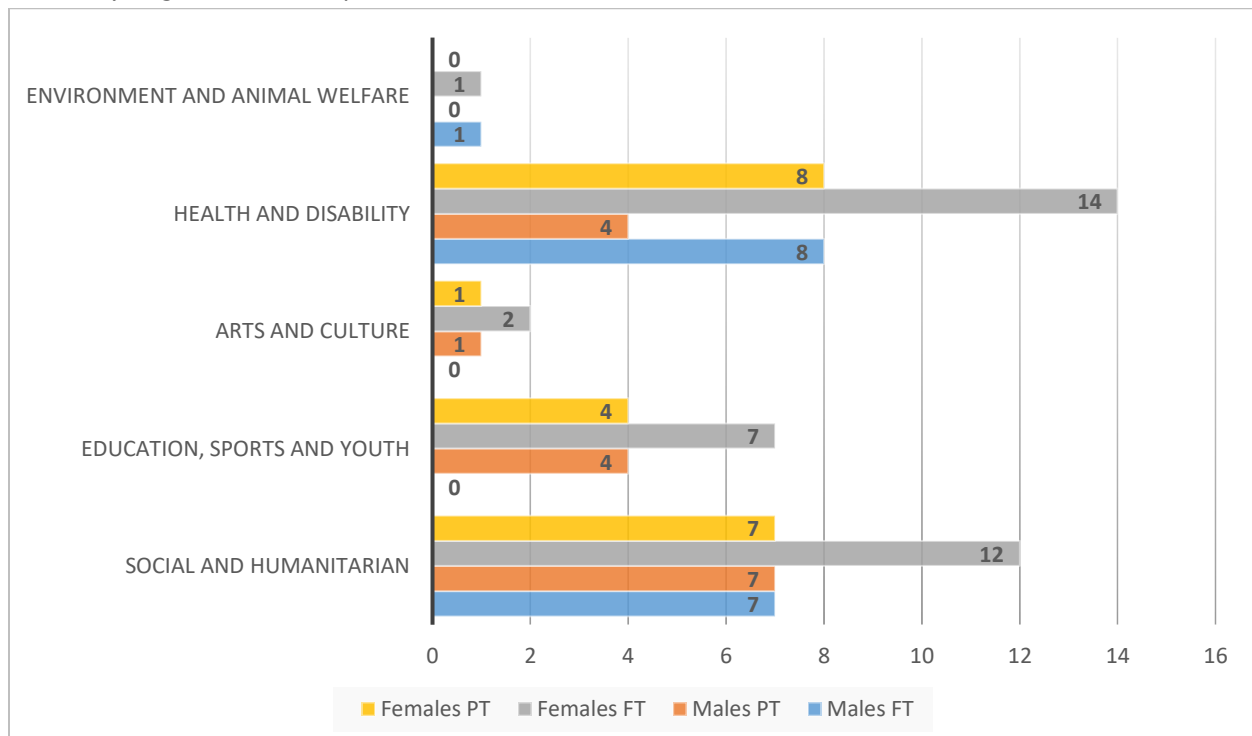


Chart 2.4.16: Total number of Male and Female Full time and Part-time Services and Sales Workers with Voluntary Organisations, as per sector

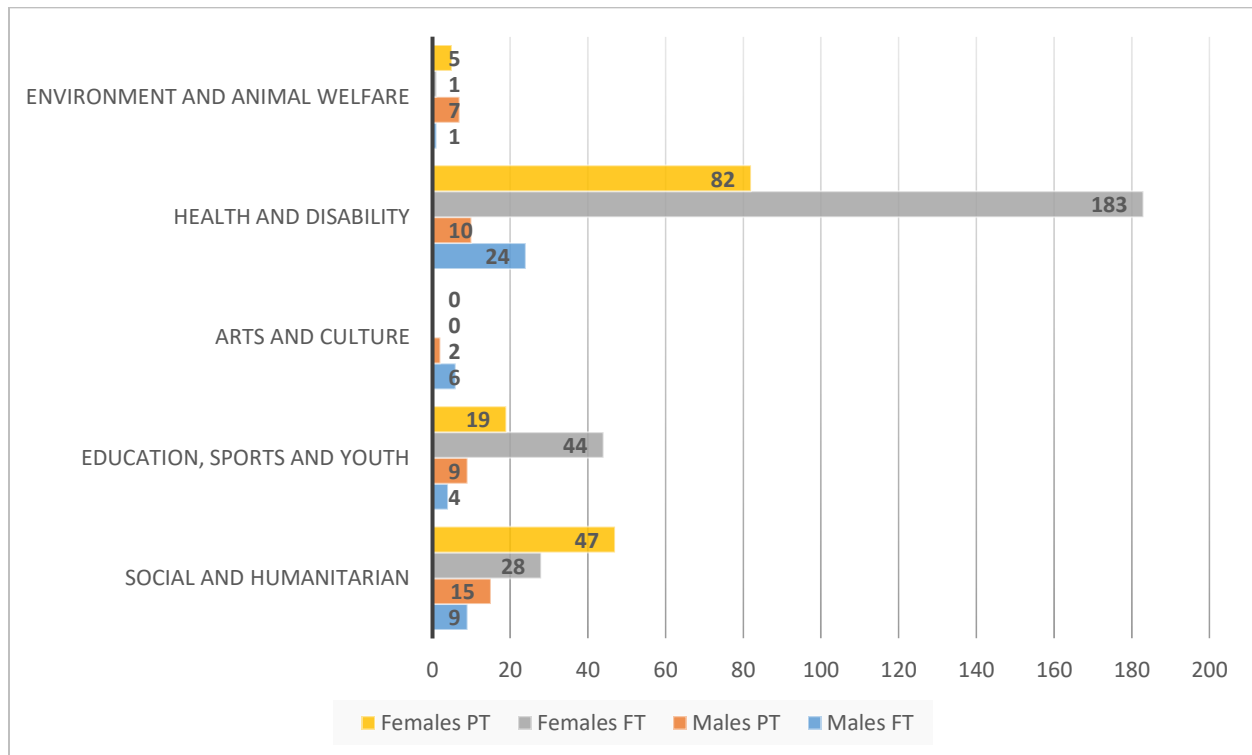


Chart 2.4.17: Total number of Male and Female Full time and Part-time Skilled Agricultural, Fishery and Forestry Workers with Voluntary Organisations, as per sector

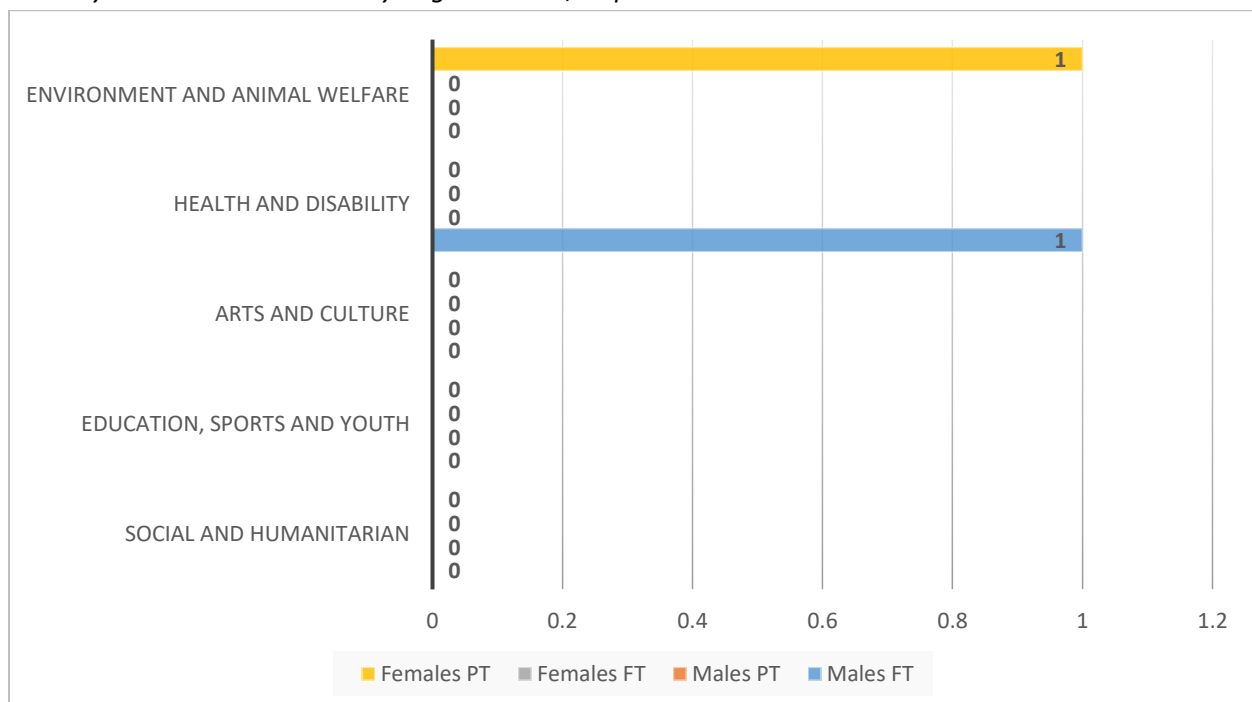


Chart 2.4.18: Total number of Male and Female Full time and Part-time Craft and Related Trade Workers with Voluntary Organisations, as per sector

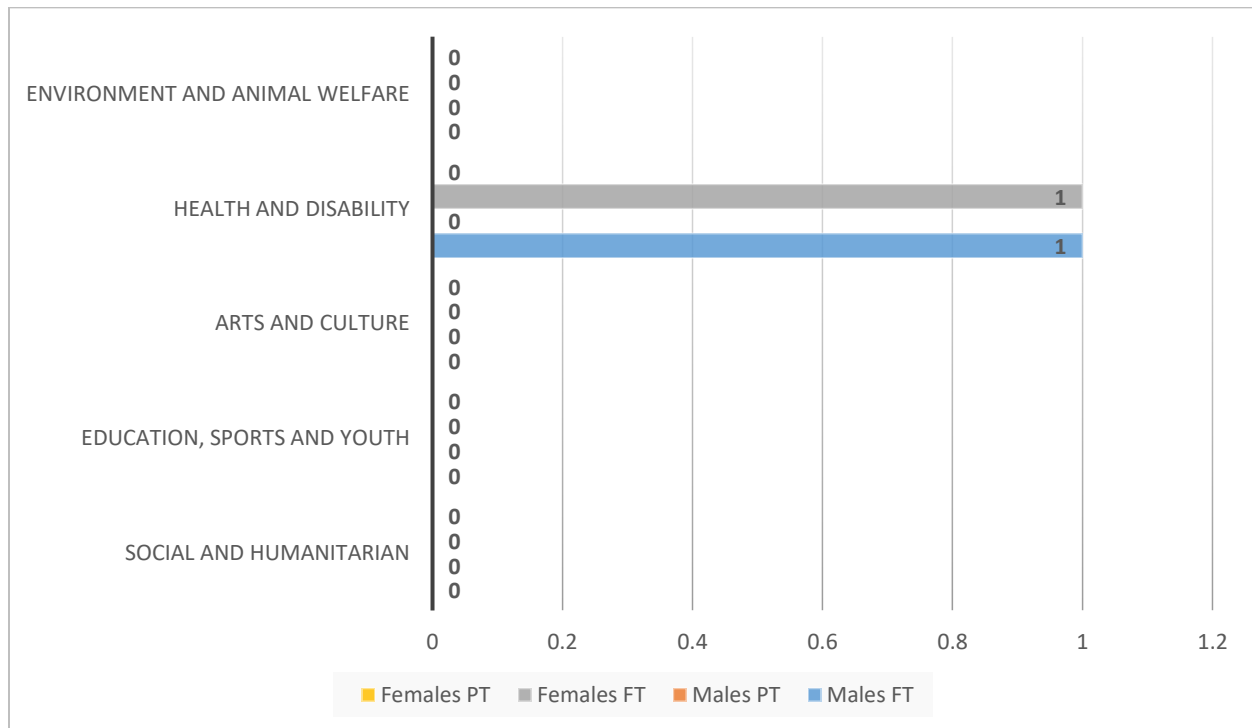


Chart 2.4.19: Total number of Male and Female Full time and Part-time Plant and Machine Operator and Assembler Workers with Voluntary Organisations, as per sector

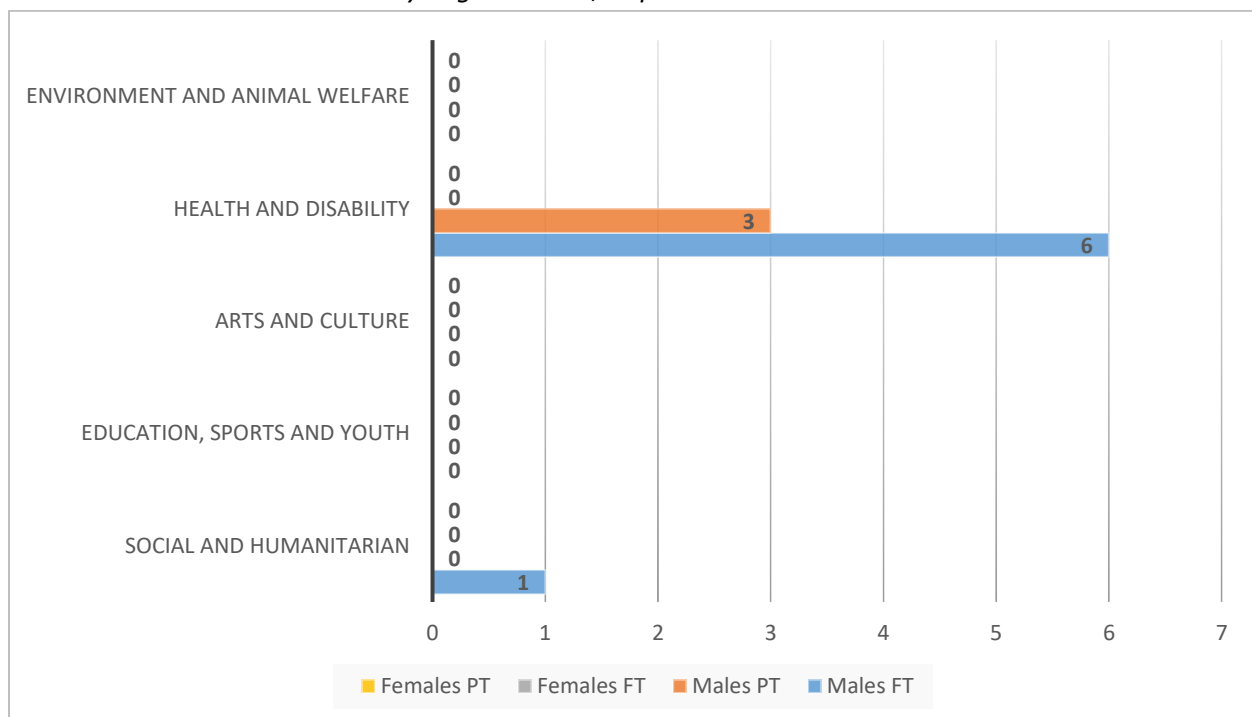
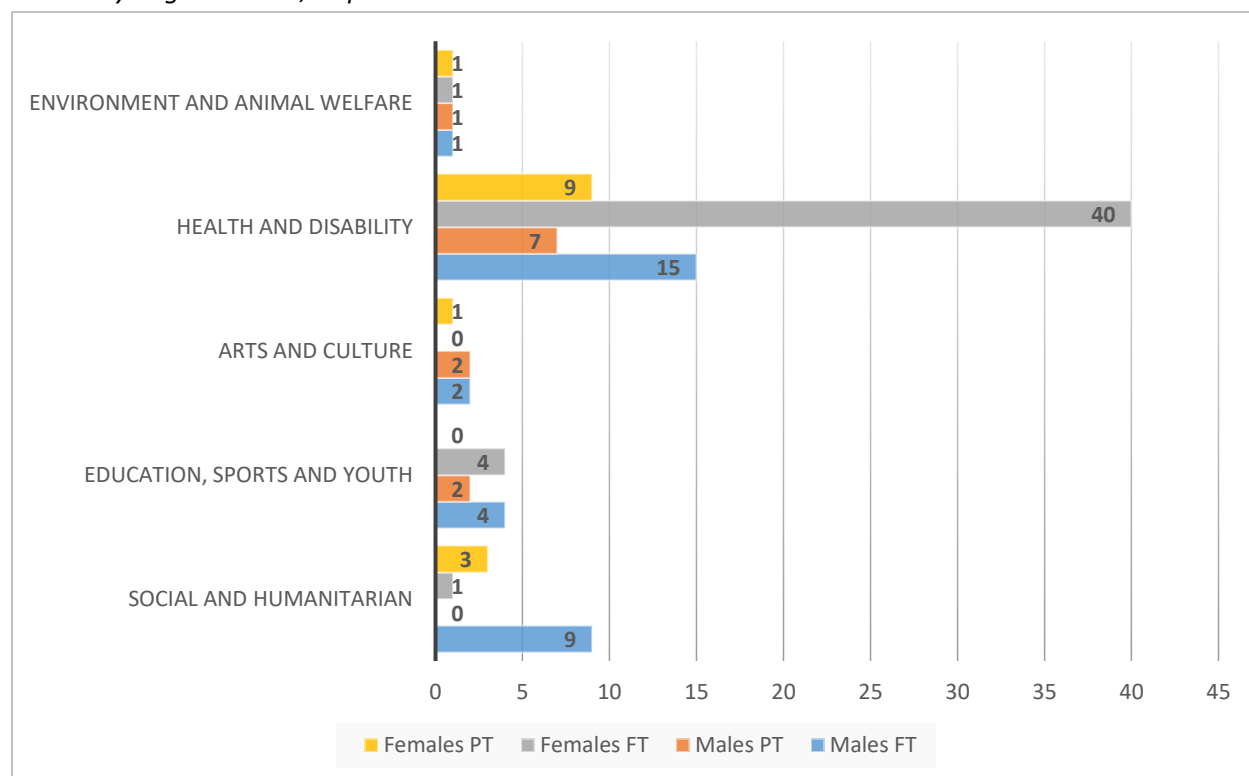


Chart 2.4.20: Total number of Male and Female Full time and Part-time Elementary Occupations with Voluntary Organisations, as per sector



When comparing the percentages of each job occupation of those employed with registered voluntary organisations and the general overview of the Maltese Labour workforce, one will notice a similar inclination, in that a difference exists between the different job occupations, which is a reflection of the work that is carried out by VOs.

Table 2.4.2: Number and Percentages of Workers engaged in different Job Occupations, according to the Labour Force Survey and according to the number of employees working with registered VOs

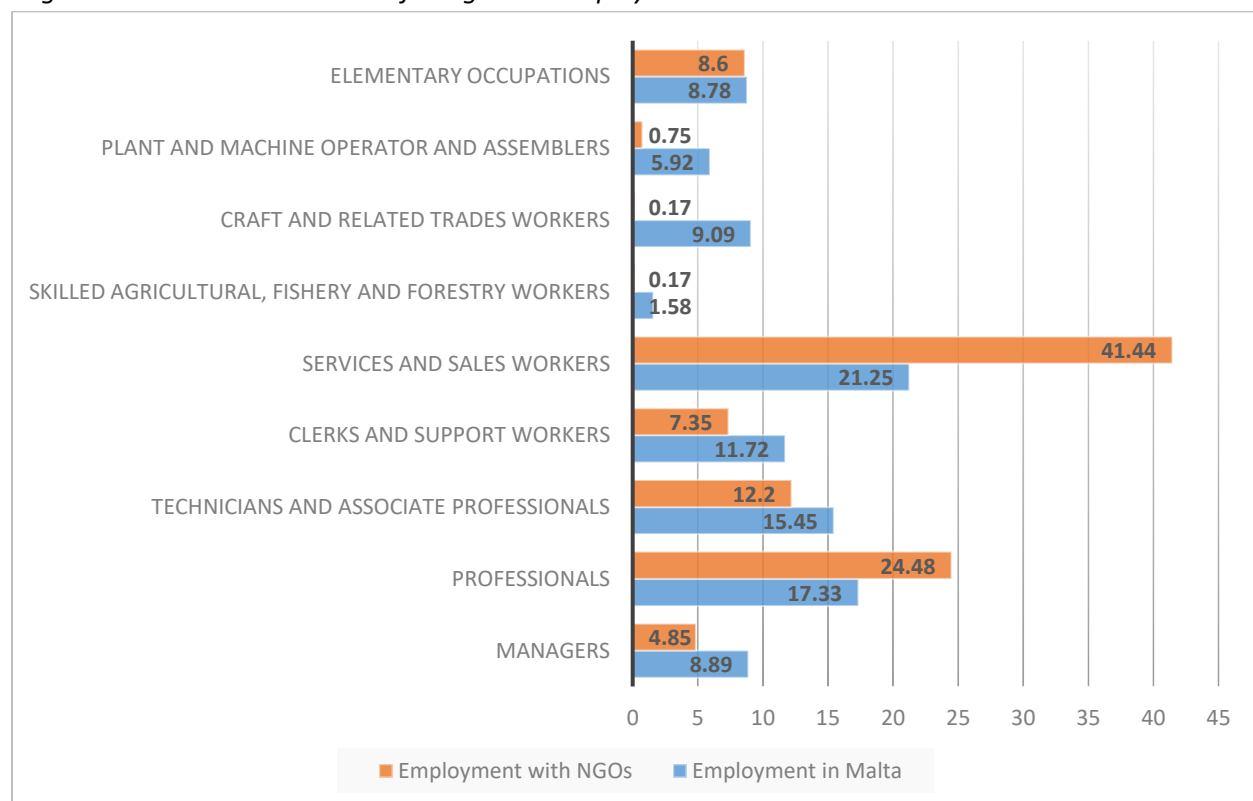
Occupational Group	Employment in Malta						Employment with NGOs					
	Males		Females		Total		Males		Females		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
<i>Managers</i>	12364	10.90	4004	5.66	16368	8.89	40	11.20	18	2.14	58	4.85
<i>Professionals</i>	15259	13.46	16651	23.53	31910	17.33	76	21.29	217	25.83	293	24.48
<i>Technicians and Associate Professionals</i>	17229	15.19	11231	15.87	28460	15.45	68	19.05	78	9.29	146	12.20
<i>Clerks and Support Workers</i>	9651	8.51	11932	16.87	21583	11.72	32	8.96	56	6.67	88	7.35
<i>Services and Sales Workers</i>	19707	17.38	19416	27.44	39123	21.25	87	24.37	409	48.69	496	41.44
<i>Skilled Agricultural, fishery and forestry workers</i>	2906	2.56		0.00	2906	1.58	1	0.28	1	0.12	2	0.17
<i>Craft and related trades Workers</i>	16741	14.76		0.00	16741	9.09	1	0.28	1	0.12	2	0.17
<i>Plant and Machine Operator and Assemblers</i>	8014	7.07	2885	4.08	10899	5.92	9	2.52	0	0.00	9	0.75
<i>Elementary Occupations</i>	11529	10.17	4631	6.55	16160	8.78	43	12.04	60	7.14	103	8.60
<i>Total</i>	113400	100	70750	100.00	184150	100	357	100	840	100	1197	100

From Table 2.4.2 and Chart 2.4.18 we could highlight the following:

- The highest number of employees per job occupation are registered as Services and Sales Workers. This is reflected both in the volunteering sector and also in the overall general employment in Malta. However, the percentage of those employed as Services and Sales workers with VOs is nearly double for the general employment situation in Malta.
- The same trend in the most popular job occupations is depicted, having: Services and Sales Workers as the most popular job occupation, followed by Professionals and technicians and Technicians and Association Professionals. The least recorded job occupation for both sectors is 'Skilled Agricultural, Fishery and Forestry Workers.

- VOs employ, in percentage, more Services and Sales Workers, and Professionals, than the general employment in Malta. However, there are less employed (in percentage figures) workers in the remaining job occupations.
- Managers, and Plant and Machine Operator and Assemblers are male dominated for both the general employment in Malta and those with registered VOs.
- Professionals, and Clerks and Support Workers are female dominated for both the general employment in Malta and those employed with registered VOs. In percentage figures the clerks and support is lower, because of the higher total figure of females working with VOs, which are mostly Services and Sales Workers.
- The percentage of females services and sales workers are higher than that of male counterparts for those registered with VOs and the general overview of employment in Malta. However, when looking at the nominal figures of employment in Malta, the number of male and female services and sales workers is slightly higher for males.
- When comparing total numbers in the voluntary sector, more females occupy elementary positions. On the other hand, the general employment in Malta shows that in total, more males occupy the position of elementary positions. However, the percentage of elementary occupations with VOs for each gender is similar to the same job occupation with the general employment in Malta, reflecting a similar pattern.

Chart 2.4.21: Percentage of Workers engaged in different Job Occupations, in registered Voluntary Organisations and an overview of the general employment situation in Malta



3. COST-EFFECTIVENESS ANALYSIS

This section will be focusing on the cost-effective measures undertaken by 3 different organisations, St. Jean Antide Foundation (SJAF), Richmond Foundation and Inspire Foundation. The aim is to highlight the different measures undertaken by the different non-governmental organisations, and how the service provided was of high quality, and value for money.

3.1 St Jeanne Antide Foundation

The St Jeanne Antide Foundation (SJAF) is a registered family oriented not-for-profit organisation committed to identifying and supporting in a holistic manner very vulnerable, poor and socially excluded individuals or families in the communities where they live. SJAF operates a number of services from three sites, two of which are Family Resource Centres in Ħal-Tarxien and Birżebbuġa and a drop-in centre for vulnerable women involved in street-based prostitution. It also makes use of premises of other organisations to better reach families. The Foundations' scope is local, national and international.

SJAF actively works in partnership with community-based organisations, as well as state entities and NGOs that are national in scope. It engages in outreach work as a means of identifying and supporting hard-to-reach vulnerable and poor families, assisting them as close as possible to where they live. Since its establishment, the Foundation has set up a number of core services, mainly:

- SOAR Service: a user-friendly service that works towards enabling survivors of violence in intimate relationships to pick up the pieces and bounce back with resilience, towards a life of dignity, well-being and justice. The service focus on advocacy, educational workshops and support group;
- Lwien Service: providing a lifeline to family members who feel overwhelmed by the daily pressure and mental anguish of caring for a family member suffering from a mental illness. The service focus on social work support, counselling and support groups;
- Emotional Freedom Service: assisting youths, adults and the elderly to melt away emotional blockages, such as deep anger, anxiety, bad memories, feelings that you are worthless, or certain phobias;
- Irene Service: providing support to women involved in and effected by street prostitution. The service offers three levels of support: support services to meet the basic human needs, social work support and sexual health education and medical screening;
- Antida Centre - Family Resource Centre, Tarxien: with the aim to create a welcoming hub for families through which they can access information, support services, volunteering opportunities, links to other service providers, advocacy and non-formal education courses and providing a base for a range of community-based group-based and individual support opportunities;
- Enrichetta Centre – Family Resource Centre, Birżebbuġa: offering the following services; social work, family caregiver, family learning, and voluntary work opportunities.

SJAF also offer non-formal learning support activities for children and adults, volunteer handymen in support of poor families, youth work with disadvantaged adolescents, befriending service for lonely home-bound persons, and success to recycling shop for families to meet needs for clothing and other necessities.

SJAF also has an international scope through the technical support it offers overseas partners in developing countries in the area of project development and formulation and tapping grants for them. For the scope of this research, SJAF is examined on the local / national perspective only.

During 2014 the total number of individuals supported amounted to 424 persons from 288 different households, of which 304 individuals were assisted for the first time. In order to provide an effective and holistic service, targeting the needs of these vulnerable families and implementing service-oriented projects, SJAF during 2014, employed 5 Full-Time Employees (FTE), one of which was employed on reduced hours and another FTE commenced employment in September of 2014. Additionally, SJAF employed 15 Part-Time Employees (PTE) in 2014. When taking into consideration the number of working hours, this amounts to 14,633 hours (7 full-time equivalent employees). It should also be taken into consideration that two of the part-time social workers were contracted for a project which targeted clients of the Malta Community Chest Fund (MCCF).

The total cost of wages in 2014 amounted to €120,504.81. The highest paid salary at SJAF is that of a Senior Practitioner (Psychiatric Nurse – part time employee), amounting to €11.58 per hour, while the lowest is that of a Cleaner (part time employee) amounting to €5.18 per hour. Table 3.1.1 shows a comparison between the average salaries at SJAF with those of the public sector, according to the different categories. This table shows that on average the salary given by the Foundation is similar to that at the public sector.

It is important to point out that the average hourly rate of SJAF in Table 3.1.1 includes the Employers NI and Statutory Bonus. The average wage of employees listed under the average salary per hour at St Jeanne Antide Foundation is lower than the wages of employees employed within the public sector, with the exception of the Social Support Workers. It is to make note, that the Social Support Workers employed with SJAF, were all engaged in the IRENE EU funded project, which involved the assistance to women involved in street prostitution. For this reason, these Social Support Workers were given an increment to compensate for the personal risk and danger element when working with prostitutes.

Furthermore, the psychiatric nurse and social workers employed with SJAF are not compensated with other bonuses and allowances, as opposed to the same job positions with public entities, as per government contracts between the unions and the government.

Table 3.1.1: Comparing the Average Salary per hour at St Jean Antide Foundation and Public Sector as at 2014

Category	Average Salary per hour at St Jean Antide Foundation (as at 2014, in €)	Average Salary per hour in the Public Sector (as at 2014, in €)¹
<i>Senior Psychiatric Nurse (Scale 6)</i>	11.58	11.57
<i>Senior Social Worker (Scale 8)</i>	9.90	10.07
<i>Administrator family resource centre (Operations Officer) (Scale 9)</i>	9.18	9.42
<i>Social Workers (Scale 10)</i>	9.21	8.83
<i>Social Support Worker (Scale 13)</i>	9.15	7.30
<i>Service Co-ordinator for SOAR project (Social Support Workers) (Scale 13)</i>	6.05	7.30
<i>Cleaner (pegged with Scale 19)</i>	5.18	4.99

One of the main contributors to cost effective measures is the actual salary of the CEO of SJAF. The Foundation incurs part payment of the CEO's salary which is a FTE position. In 2014, the Foundation allocated €5,400 towards the CEO's salary. Taking into account the responsibilities of the CEO, the wage is pegged with the salary of a Director, that is €31,200 per annum, (Scale 4). This means that SJAF saved €25,800 during 2014.

The costs in wages and the number of working hours, as indicated above, do not include the total working hours and the entire staff that assists in the operation of the services given by SJAF, since there are a number of volunteers who do not get paid for their work. During 2014, the Foundation had 98 volunteers, excluding the students that worked with the organisation as part of their practice placement. The role of the volunteers varied as is shown in Table 3.1.2. It is noted that, if SJAF had to pay for the volunteering hours, keeping the hourly rate at a minimum of €5, this would have cost the foundation €56,725, as the total volunteering hours amounted to 11,345hours.

¹ The average of the government salary is taken by finding the average between the minimum and maximum salary at that particular scale.

Table 3.1.2: Volunteer Roles by numbers

<i>Roles</i>	<i>Number of Active Volunteers</i>
<i>Reception work at Centru Antida</i>	23
<i>Learning Support Tutors and Mentors</i>	27
<i>Social Work Support</i>	10
<i>Governance</i>	7
<i>IRENE Project</i>	7
<i>Soar advocacy and support group for domestic violence victims and survivors</i>	8
<i>Administrative Support</i>	16
<i>Total</i>	98

In total, this means that the Foundation has saved more than €82,525 in wages in one particular year. Additionally, the entire staff at SJAF volunteer during fundraising events, saving further money to the Foundation. This results in higher surplus during the events, as personnel costs are kept at a minimum. Also the Foundation relies on pro bono services of one Lawyer, one Public Notary Public, one Auditor and one Doctor. These professionals neither charge the Foundation nor the service users who are referred to them for professional services.

Apart from the volunteering hours, SJAF also benefitted from the following cost-effective measures:

- **Office furniture/ furnishings/ equipment:** Most of the office furniture and equipment at SJAF, was donated from various other organisations / individuals, thus saving the Foundation a significant amount annually. Since 2015 a list of all donated items is being kept, giving a value for these items to identify how much money is being saved on an annual basis.
- **In-kind donations:** SJAF managed to obtain a significant amount of in-kind donations, such as furniture and furnishings, food items and clothing, from donor families for very vulnerable and service users falling under the poverty line. The Foundation does not raise funds for this key element of assistance but rather relies on obtaining the required items from many families ready to provide such in-kind support.
- **Premises:** The Foundation does not pay rent to the tenants for the usage of three different buildings used for family services and administration and a charity shop. SJAF in 2014 made use of 2 other premises and space for service provision provided by other organisations for free:
 - i. Centru Antida Family Resource Centre in Tarxien, which is situated in 51, Tarxien Road, Tarxien. The premises has 2 counselling rooms, a group work room which doubles up as a boardroom, a spacious foyer, a kitchen, a shower room for use by homeless persons, a large yard, six offices and four restrooms. At the centre, the Foundation has access to a large hall / conference room owned by the Sisters of Charity.

- ii. Ċentru Enrichetta Family Resource Centre in Birżebbuġa, which is situated in St. Thomas Street. The premises consists of one large groupwork room / training room, two counselling rooms, one office for 4 staff members, a kitchenette, 2 restrooms and a foyer.
- iii. The premises in Żabbar, belonging to the Parish Office, were used twice a month in 2014 for the Mental Health Clinics for family caregivers and occasionally during the week depending on office-based Social Work appointments with service users. This premises consisted of a large office and an adjoining counselling room. These offices are situated in 4, Sanctuary Street, Żabbar.
- iv. The SJAF charity shop adjacent to 51 Tarxien Road, Tarxien is also provided rent free. The Charity Shop consists of one small room, and therefore when calculating the amount of rent SJAF would have paid in 2014, the shop was integrated with the premises of Ċentru Antida for market cost calculations purpose only.
- v. During 2014, SJAF also made use of a counselling room at Dar Nazareth, in Żejtun, whenever family caregivers of mentally ill persons could not travel to Tarxien. Since this facility was only used for six sessions in 2014, the rent calculation of this counselling room was not included.

According to market research carried out, it is estimated that in 2014, the rent for using these premises would have costed around €15,120 annually for the premises in Tarxien, €9,000 annually for the premises in Birżebbuġa and €480 annually for the premises in Żabbar. The Sisters of Charity decided to offer this space for free to the Foundation, thus saving the organisation around €24,600 annually.

- **Maintenance:** SJAF relies on Corporate Social Responsibility (CSR) offered by large companies who engage volunteers on an annual basis. In two cases, one company funded a team of 5 workers for 5 full days for 2 sites.
- **Utilities:** The utilities are subsidised by the Sisters of Charity. On a yearly basis the Foundation pays only 25% of the total utility bills. In 2015 the Founders invested in Photovoltaic panels. This has decreased the utility bills, and therefore the Foundation is also benefitting from the reduced utility bills.

A key pillar of SJAF is its ethos of pro-actively engaging in collaborative work with all key service providers across sectors so as to maximise well-being outcomes for its service users. The Foundation has created and strengthened its networks with other non-governmental organisations and foundations and state service providers. The aim of this networking and working in collaboration with others is not to duplicate the service offered but to complement such services and maximize on resources. SJAF operate in fields that had been identified as gaps in service provision. Hence, the services offered could not be compared to other services which are being provided by the state or any other organisation. However, from this study, the indication shows that if the same service had to be provided by another private, profit making entity, the cost per client would have amounted to €686.40 (excluding profits). The table below indicates that SJAF are utilizing a number of cost-effective measures that are saving the organization more than €250 per client per year.

Table 3.1.3: Comparison of how on average each client cost SJAF with cost-effectiveness measures and how the same service would have costed another organisation.

<i>Category of Cost</i>	<i>SJAF</i>	<i>Other Organisation</i>
<i>Salaries of Workers</i>	275.15* ¹	335.99* ²
<i>Other Human resources</i>	0.00	133.79* ³
<i>Other Professional Fees</i>	2.89	2.89
<i>Staff Development</i>	1.20	1.20
<i>Utility bills</i>	2.42* ⁴	9.69
<i>Telephone and Internet</i>	7.18	7.18
<i>Rent of Premises</i>	0.00* ⁵	58.02* ⁶
<i>Refurbishment</i>	38.16	42.88* ⁷
<i>Family Resource Centre Birżebbuġa Expenses</i>	1.18	1.18
<i>Furniture Replacement</i>	5.83	5.83* ⁸
<i>Equipment Replacement</i>	3.26	3.26* ⁹
<i>Events</i>	9.94	9.94
<i>Repairs & Maintenance (material)</i>	1.99	1.99
<i>Insurance</i>	0.32	0.32
<i>Transport</i>	8.12	8.12
<i>Printing</i>	3.14	3.14
<i>Postage</i>	0.85	0.85
<i>Stationery</i>	4.48	4.48
<i>Bank Charges</i>	0.36	0.36
<i>Consumables</i>	0.97	0.97
<i>In-kind support to service users</i>	9.23	25.93* ¹⁰
<i>Other Project related Expenses</i> * ¹¹	28.39	28.39
<i>Total Cost</i>	405.06	686.40

*¹ Costs include all salaries paid, excluding the salaries paid to Social Workers during the hours dedicated to MCCF. The total amount of salaries was divided by the number of SJAF clients, that is 424.

*² This amount includes the same amount of salaries, including the actual total cost of a CEO of an organisation, as SJAF only paid €5,400, instead for €31,200 for the hours worked by the CEO.

*³ The voluntary hours of persons working with clients or carrying out administrative work at SJAF is taken at a minimum of €5 per hour.

*⁴ SJAF only pays 25% of the total water and electricity bills.

*⁵ This is given for free by the Founders to SJAF.

*⁶ Market research was carried out to obtain an average of the market value for commercial office space in Tarxien, Birzebbuga and Zabbar. This includes the renting of: Tarxien premises (including 1 office of 4 persons, 3 offices of 2 persons, 2 offices of one person, 1 resource centre, 1 counselling room, 1 boardroom, foyer, a kitchen, 4 restrooms and a small shop / garage situated on ground floor with access to the street) on a daily basis; Birzebbuga premises (1 large room, boardroom, 2 counselling rooms, foyer, one office catering for 3 persons, kitchen and 2 restrooms) on a daily basis; and Zabbar premises (foyer and counselling room) on a weekly basis.

*⁷ This amount includes the total amount paid by SJAF and the number of voluntary hours worked by 10 workers through CSR, dedicating 40 hours, taken at a minimum of €5 per hour.

*⁸ Furniture replacement includes what SJAF actually paid for such replacement and any other furniture which was given during the year for free / sponsored to SJAF. No records were held for the furniture (new and second hand) that was donated to SJAF. SJAF started keeping an inventory of furniture items as from 2015. This amount varies significantly from year to year, as this depends on the administrative needs of the organisation. Thus it will be improper to include an additional figure on what was actually purchased in 2014.

*⁹ Office equipment replacement includes what SJAF actually paid for such replacement and any other equipment which was given during the year for free / sponsored to SJAF. No records were held for the equipment (new and second hand) that was donated to SJAF. SJAF started keeping an inventory of office equipment as from 2015. This amount varies significantly from year to year, as this depends on the administrative needs of the organisation. Thus it will be improper to include an additional figure on what was actually purchased in 2014.

*¹⁰ In-kind contributions to clients including what SJAF actually paid plus any other material / furniture / equipment / sponsorships given to SJAF by donors / sponsors which were then donated to the foundation's clients according to their needs.

*¹¹ This amount includes various expenses, excluding wages, related to MCVS SIS Tarxien Youth Project 2014, Irene Project and MCVS – SIS SOAR Project 2013, which were paid in 2014.

3.2 Richmond Foundation

Richmond Foundation was founded on 13th May 1993. The Foundation is the leading registered non-governmental organisation in the provision of community services for persons with mental health difficulties and in the promotion of mental health and the prevention of mental illness amongst the public. Richmond Foundation Malta offers a number of services, mainly:

- Staff Organisation Support Programme: promoting mental well-being at the work place;
- Supported Employment: training, assisting and supporting people with mental health problems to find suitable, sustainable and gainful employment;
- Home Support Service: empowering persons experiencing mental health difficulties to manage their lives in their own environment;
- Kids in Development (KIDs): helping children who have experienced several emotional and behavioural difficulties in order to develop healthy attachments, a sense of self-worth and personal development in a safe environment;
- Self Help Groups: motivating persons to share their experience of mental ill health for their own benefit and that of others;
- Hostel: 2 hostels, one in Paola and the other in Qormi, providing accommodation with 24 hour support to men with mental health problems. These services are being offered in joint venture with Mount Carmel Hospital;
- Supported Housing Scheme: providing housing with support to persons with mental health problems, in property managed by Richmond Foundation;
- Villa Chelsea: providing a supportive therapeutic environment to people with mental health problems to learn the skills that empower them to live an independent life in the community; and
- Carers and Family Support Group: assisting and supporting carers and family members of people suffering from mental illness.

During 2014, Richmond Foundation had assisted more than 800 individuals. The type of interventions, and allocation of time and financial resources differ among the different supported individuals, depending on the case of the supported person and the service offered by Richmond Foundation. Table 3.2.1 shows the number of persons who were assisted during 2014, excluding those who only attended training courses or required a short intervention.

In order to provide these services, Richmond Foundation employed 41 Full-Time equivalent employees with a salary bill amounting to €649,079.

Table 3.2.1: Number of Supported Persons

Type of Service			Number of Supported Persons	Additional Information
Staff	Organisation	Support Persons	304	This amount does not include the number of persons who attended the short training courses offered by the staff of Richmond Foundation.
Supported Employment			25	
Home Support Services			105	Carried out the full programme
			305	Persons were assisted for brief interventions
Kids in Development (KIDs)			8	The group is kept small for better assistance
Self Help Groups			8	The group is kept small for better assistance
Hostel			11	The maximum capacity at the hostel in Paola
			12	The maximum capacity at the hostel in Qormi
Supported Housing Scheme			58	
Villa Chelsea			41	This is the number of persons that carried out the rehabilitation programme during 2014
Carers and Family Support Group			9	The group is kept small for better assistance

Table 3.2.2 shows, that majority of the salary rates at Richmond Foundation are lower than those in the public sector. One should also note that the hourly rate at Richmond includes the annual bonuses, for which the average hourly rate of the public sector does not include this cost component. Apart from this, employees at Richmond Foundation volunteer to work after hours and during fundraising events without remuneration. These voluntary hours are not included in the total amount of voluntary work carried out by volunteers, further reducing Richmond Foundation's costs.

Table 3.2.2: Comparing the Average Salary per hour at Richmond Foundation and Public Sector as at 2014

Category	Average Salary per hour at Richmond Foundation (as at 2014, in €)	Average Salary per hour in the Public Sector (as at 2014, in €)
<i>CEO (Director) (Scale 4)</i>	15.48	15.11
<i>Accounting Manager (Scale 6)</i>	10.83	11.57
<i>Project Manager / Operations Manager (Scale 7)</i>	11.19	10.77
<i>Coordinator (pegged with Head, Care Centre) (Scale 7)</i>	10.35	10.77
<i>Deputy Coordinator (Assistant Manager) (Scale 8)</i>	7.51	10.07
<i>First Secretary (Scale 9)</i>	9.41	9.42
<i>Economics Officer – Fundraiser (Scale 10)</i>	7.99	8.83
<i>Therapeutic Worker II (work carried out by graduate Social Workers and Psychiatrists, amongst others) (Scale 10)</i>	7.40	8.83
<i>Employment Officer (Duty Management Officer) (Scale 11)</i>	7.41	8.28
<i>Aide (work carried out similar to Senior Care Worker) (Scale 12)</i>	7.26	7.77
<i>Receptionist (Communications Officer) (Scale 13)</i>	6.80	7.30
<i>Therapeutic Worker I (pegged with Social Support Worker) (Scale 13)</i>	6.70	7.30
<i>Senior Clerk (Scale 14)</i>	6.57	6.84
<i>Housekeeper (pegged with Scale 19)</i>	4.65	4.99

Richmond Foundation in 2014 engaged 42 volunteers who offered 3,011 hours of work to the Foundation. If the Foundation had to pay a minimum of €5, per hour volunteered, this would have costed the Foundation €15,055. This has saved the organisation a considerable amount of money, which were allocated to finance further projects. In reality the amount saved is higher, as the volunteers included roles for which in the private sector these are remunerated more than €5 an hour.

Apart from the volunteering hours, Richmond Foundation also benefitted from the following cost-effective measures:

- **In-Kind donations:** During 2014, Richmond Foundation received a number of donated items, including furniture and equipment that are valued at approximately €4,164.
- **Premises:** Richmond Foundation pays rent on a number of the premises it operates from, including the Head Office (€21,970 per annum), Supportive Housing (€45,642 per annum) and Qormi Hostel (€8,400 per annum). Paola Hostel is owned by Richmond Foundation, while Villa Chelsea and the premises in Zejtun (Kids service) are rent-free. Villa Chelsea is a government owned building, while the Zejtun premises is owned by the Church. An agreement between the government and Richmond Foundation was signed for the use of both Villa Chelsea and the Zejtun premises. Details of both premises are as follows:
 - i. Villa Chelsea is situated in the centre of Birkirkara comprising one large kitchen and dining, living room, 7 bedrooms, 2 counselling rooms, 6 bathrooms, office room and one large garden. According to market research carried out, if this premises had to be rented it would have costed Richmond Foundation around €2,500 a month.
 - ii. The premises in Zejtun used for the KIDs service forms part of a convent and includes 6 rooms and a wide corridor. As per market research carried out, if these premises had to be rented, they would have costed the Foundation around €600 a month.
- **Maintenance:** on a regular basis, Richmond Foundation are assisted by companies who engage in Corporate Social Responsibility (CSR). However, for this particular year there was no voluntary work carried out with Richmond as part of the CSRs programme.
- **Subsidised Rent:** The Housing Authority subsidises the apartments used for the Supported Housing Scheme. Richmond Foundation benefit from the full subsidy, which in 2014, amounted to a total of €17,162.

The cost of the service provided by Richmond Foundation is heavily subsidized for its clients or service users. Clients, making use of the services offered at Villa Chelsea, Hostels and the Supported Housing Scheme only paid €130 per month (including cost of utilities as well as support services) as a contribution towards the programme. The aim behind this contribution is to start fostering the clients into every day's reality of paying for the services one acquires. However, those persons who could not afford to pay, especially those who were not in employment, received the service for free and start to

contribute at a later stage according to the rehabilitation programme. “From a service-user point of view, the total monthly amount payable also constitutes value for money. On average, this charge, which comprises all of the support services provided within the Programme, in 2014... was 61 per cent below the national average monthly rent for a single bed-roomed apartment as quoted recently by the NSO for these two years” (National Audit Office, The Performance Audit: Service Agreements between Government and Richmond Foundation Malta, 2016: 67).

The government also refers clients to the services offered by Richmond Foundation, according to the needs of the client. During 2014, Richmond Foundation had two agreements with government. The first agreement, ‘Eleven-Bedded Community Hostel to be run in partnership between Mount Carmel and Richmond Foundation’ which started on 1st August 2006 and ended on 31st July 2014, costed the government €33.85 per person per night (pppn). This agreement targeted the clients residing at Floriana Hostel, which cater for 11 users. The new contract, Agreement for the Provision of Home Support and Hostel Services between the Ministry for Energy and Health and Richmond Foundation, which started on December 2014 and is still ongoing, is costing the government €49 per person per night.

‘The Performance Audit: Service Agreements between Government and Richmond Foundation Malta’, a document prepared by the National Audit Office, states that “The €49 pppn, constituting both Government’s and service-users’ contributions, is considered as highly favourable to Government, especially when comparing this rate with the actual costs incurred to operate a rehabilitation ward at Mount Carmel Hospital (MCH). In 2015, the average cost for provision of institutionalized care at MCH was estimated at around €129. This equates to more than 2.5 times of Government’s contribution towards the Paola and Qormi Hostels” (National Audit Office, The Performance Audit: Service Agreements between Government and Richmond Foundation Malta, 2016: 24).

In 2014, Richmond Foundation was engaged in the KIDs Agreement with the Ministry for Justice, Dialogue and the Family (MJDF), which is paying €263,000 per annum to Richmond Foundation for the provision of a residential therapeutic Programme. The same Performance Audit Report mentioned earlier on, also highlights the efficiency of the KIDs Programme. “The KIDs Programme costs were compared with the cost incurred by other entities in the delivery of a similar service. Towards this end, the average daily rate per service-user for the KIDs Programme was compared to the cost of the ‘Young People’s Unit’ within Mount Carmel Hospital (MCH)... A recent NAO audit estimated costs on a pppn basis at €94. On the other hand, Mental Health Services (MHS) within MCH, estimate that the costs associated with the ‘Young People’s Unit’, amount to around €373 pppn. In this case, the high overhead costs associated with institutional care inflate unit costs. Within this context, when it operates the KIDs Programme near or at its full capacity, Richmond Foundation are providing services at a significantly lower cost than would be the case if such care was offered through MCH” (National Audit Office, The Performance Audit: Service Agreements between Government and Richmond Foundation Malta, 2016: 44).

The Foundation works with public entities and other organisations in order to minimise the costs and not to duplicate any service. Although most of the services are different, the ‘Home Support’ service by

Richmond Foundation is relatively similar to the 'Outreach Programme' by Mount Carmel Hospital. The National Audit Office compared the two services and found out that the 'Home Support' per person costed less than the 'Outreach Programme'. Table 3.2.3 shows the comparison carried out by the National Audit Office as shown in 'The Performance Audit: Service Agreements between Government and Richmond Foundation Malta' on page 35.

Table 3.2.3: Benchmarking the 'Home Support' service with the 'Outreach Programme' intervention costs for 2014

	'Home Support' service by Richmond Foundation	'Outreach Programme' by Mount Carmel Hospital
<i>Total Number of Interventions</i>	2,669	5,364
<i>Average cost per intervention (based on Programme's total expenditure)</i>	€54.67	€101.31

Richmond Foundation offers a wide range of services and also includes repetitive clients, as users might use different services under the same rehabilitation programme, therefore, it would be inappropriate to provide a figure showing the average cost per person to Richmond Foundation. Although an average of how much each client is costing the organisation could not be calculated, it should be noted that in 2014, Richmond Foundation utilised the following cost-effective measures, which saved the organization more than €73,581.00:

- Volunteering Hours: €15,055.00
- In-Kind Donations: € 4,164.00
- Free use of Villa Chelsea: €30,000.00
- Free use of Zejtun premises for (KIDS programme): € 7,200.00
- Subsidised Rent for Support Housing Scheme: €17,162.00

Apart from the cost effectiveness in monetary value, the quality of the service provided should also be taken into consideration. The Performance Audit highlighted the high quality of service which is being provided at the hostels and Villa Chelsea. "There are other significant positive factors for transferring residents from institutionalized care to residences similar to 'Villa Chelsea'. The rehabilitation Programme provided in 'Villa Chelsea' is more person-oriented when compared to the institutionalized care environment provided in Mount Carmel Hospital (MCH). (National Audit Office, The Performance Audit: Service Agreements between Government and Richmond Foundation Malta, 2016: 56).

3.3 Inspire Foundation

Inspire Foundation assists over 1,000 individuals with various disabilities ranging from Down Syndrome, Autism, Cerebral Palsy and others. This is done through many services and disability programmes that are offered at a highly subsidised rate or sometimes even for free.

Inspire was set up taking all the work previously undertaken by two separate organisations; Eden Foundation and Razzett tal-Ħbiberija. Inspire believes that everyone has a right to equality and inclusion. Their mission is to try to help everyone with a disability achieve this. They do this by providing individuals and their families with educational, therapeutic and leisure services while also advocating for inclusion, education of the general public, raising awareness among peers, and holding the best knowledge base on disability on the island.

Qualified and experienced tutors at Inspire support clients through personalised and multisensory intervention. Inspire assist children and adults to overcome various learning difficulties through three means:

Therapy:

This team includes Occupational Therapists, Physiotherapists, Speech and Language Pathologists and Psychologists. Therapy services include:

- Psychology: providing psychological services to all clients within the Programmes at the Foundation;
- Occupational Therapy: promoting and enhancing independence in the client's own environment and in the community;
- Physiotherapy: offered on a regular basis in order to help babies and children develop their milestones and physical abilities;
- Speech and Language Pathology: providing guidance, diagnostic assessment, intervention, support and information for both clients and carers;
- Creative Arts Therapies: seeking to bring about positive change in the direction of physical, sensory, emotional and social wellbeing, and to assist the child achieve his/her potential through the use of therapeutic media such as arts, crafts and pottery sessions;
- Multi-sensory theatres: specifically designed environments, enabling people with a disability to enjoy a very wide range of sensory experiences;
- Therapeutic Horseback Riding: providing a dynamic base of support, making it a tool for increasing trunk strength and control, balance, building overall postural strength and endurance, addressing weight bearing and motor planning; and
- Diagnostic Centre: assisting parents who feel that their child might not be developing as expected.

Education:

- PACES - Learning Development: Parent and Client Educational Services (PACES) meets the individual and specific needs of these persons from birth and continues to support the individual up until s/he is in any educational setting;
- STEP – Autism Early Intervention: Structured Training and Education Programme (STEP) is a specialised programme for children with difficulties on the autism spectrum;
- STYLE – Autism Teens: Specialised Training for Youths’ Lifestyle Enhancement (STYLE) is a specialised programme that caters for adolescents who have autism; and
- Learning Made Easy (LME): is being offered to students who are diagnosed as slow learner or who have difficulties or delays in learning.

Independent Living Skills:

- Community Involvement and Independent Living Skills: providing persons with disabilities skills and opportunities for integration into the community and better quality of life through age appropriate physiological, social, recreational, domestic and self-care activities;
- Employability Skills training: supporting the social and professional inclusion of people who have difficulty assessing the labour market by providing the necessary vocational training;
- Job Coaching: one-to-one job training and follow-on support, which consists of periodical visits to the employee on their respective jobs; and
- Supported Employment and Social Enterprise: following numerous people placed in open employment.

Other services:

- LANES: literacy and numeracy sessions help children and youths to overcome difficulties in reading, writing and Mathematics. These difficulties are addressed through an interactive and multisensory approach;
- Homework Support Groups: these groups are an outreach service on the school premises after regular school hours to help primary school aged children with their English and Mathematics homework;
- NUMICON: supports students and children to understand number and the number system;
- Training and Workshop: Inspire offers a number of workshops and training modules for parents and persons working with children with disabilities.

During 2014 the total number of regular clients supported through the various services, as listed in Table 3.3.1, amounted to 361 persons. In order to provide the mentioned services, and implement projects, during 2014, Inspire Foundation employed 143 employees of which two thirds of the employees were Full-Time Employees (FTE), while the rest (one-third) were Part-Time Employees (PTE). When taking into

consideration the number of working hours, as shown in Table 3.3.2, this amounts to 246,310.54 hours (118 full-time equivalent employees).

Table 3.3.1: Number of Clients per service offered by Inspire in 2014

<i>Name of Programme</i>	<i>Name of Sub-Programme</i>	<i>Number of Clients</i>
<i>STAR: Cognitive Development (service delivered for Government)</i>	STAR 3	7
	STAR 6	3
	STAR 12	1
	STAR 25	10
<i>PACES: Parent and Client Educational Services</i>	Not Applicable	50
<i>STEP: Structures Training and Education Programme (Autism Early Intervention)</i>	STEP EY	30
	STEP MY	104
	STEP OR	18
<i>STYLE: Specialised Training for Youths' Lifestyle Enhancement</i>	Not applicable	30
<i>Adults</i>	Not Applicable	35
<i>LME: Learning Made Easy</i>	Not Applicable	31
<i>LANES: Literacy and Numeracy Sessions</i>	Not Applicable	42
Total		361

Table 3.3.2: Number of hours worked by Full Time employees per month and the number of hours worked by Part Time employees during 2014

	Number of Hours worked by Full Time Employees	Number of Hours worked by Part Time Employees	Total Number of Hours
<i>January</i>	15,946.06		
<i>February</i>	16,466.02		
<i>March</i>	16,292.69		
<i>April</i>	16,293.02		
<i>May</i>	14,213.06		
<i>June</i>	15,599.73		
<i>July</i>	16,595.95		
<i>August</i>	15,383.06		
<i>September</i>	16,878.04		
<i>October</i>	16,466.29		
<i>November</i>	17,159.70		
<i>December</i>	16,813.01		
Total	194,106.63	52,203.91	246,310.54

The total cost of wages in 2014 amounted to €2,438,883, covering the wages of 118 full-time equivalent workers. Table 3.3.3 shows the average number of persons employed during the year, including executive directors, as per unit. This shows that the majority of the workers are service oriented, towards the projects and activities run by Inspire. It is interesting to show that the Fundraising Unit employs 10 persons, for which in 2014 managed to generate €1,021,830 from fundraising activities. When deducting the net wages of these 10 persons (€156,349) and other expenses related to organise these activities (€242,544), the Foundation managed to increase its funds by €622,937.

Table 3.3.3: Average number of persons employed at Inspire in 2014, according to their role

	Number of Employees
<i>Management and Administration</i>	6
<i>Fundraising</i>	10
<i>Services to persons with disability</i>	113
<i>Operations</i>	14
<i>Total</i>	143

The Report of the National Audit Office, has noted that the average salaries of the persons involved in providing a direct service to the clients at Inspire are less than those of the public service. “On average, staff costs constitute 85 per cent of programmes costs. However, if such services were to be provided directly through public service employees, than, generally, this would inflate staff costs by 19 per cent due to the higher remuneration paid by the Public Service with respect to Learning Support Assistants (LSAs) and therapists” (National Audit Office, Performance Audit: Service Agreements between Government and Inspire Foundation, 2016: 45).

During 2014, the Foundation had 200 volunteers. Inspire on an annual basis applies for foreign volunteers through the funding strand European Voluntary Service, within the Erasmus+ 2014-2020 (or Youth in Action Programme 2007-2013). In 2014, Inspire was hosting volunteers from both programmes as this was the year in programme transition. These volunteers are youths aged between 18 and 30 years, who would like to carry out a volunteering programme in another country. Different youths had different roles and responsibilities according to their skills and abilities. The number of local and foreign volunteers is shown in Table 3.3.4. It is noted that, if Inspire Foundation had to pay for the volunteering hours, keeping the hourly rate at a minimum of €5, this would have costed the foundation €205,000 as the total volunteering hours, in 2014 was 41,000 hours.

Table 3.3.4: Local and Foreign Volunteers

	Number of Active Volunteers	Number of Volunteering Hours
<i>Local Volunteers</i>	90	13,000
<i>Foreign Volunteers (through the European Voluntary Service, Erasmus+ Programme / Youth in Action Programme)</i>	110	28,000
<i>Total</i>	200	41,000

Apart from the volunteering hours, which is one of the major cost-effective measures at Inspire, the Foundation also benefitted from the following:

- **In-Kind donations:** Inspire Foundation receives a considerable amount of donations in kind, however no record is kept of its actual value. These donated items are either used to support the programmes carried out by Inspire, or to improve the operations / property management or else these items are placed at the charity shops following an agreement with the person / entity making the donation.
- **Premises:** In 2011, the foundation took over various property, plant and equipment from the founding organisations (Razzett tal-Hbibberija and EDEN Foundation), for no consideration. The title of one of the properties being situated in Marsascala, is subject to it being used solely and exclusively for charitable purposes. Should the said property cease to be used for the aforesaid reasons, the ownership of the said property shall immediately revert to the donor. This is saving Inspire Foundation a substantial amount of money on an annual basis.
- **Maintenance:** On an annual basis, Inspire Foundation benefits from Corporate Social Responsibility (CSR) from a number of undertakings. In 2014, 930 volunteering hours were devoted by employees of businesses holding the values of CSR. These hours were mainly dedicated to carry out maintenance tasks, assisting in fundraising events and administrative tasks. If we had to give a value of €5 per hour per person, the cost would have increased by €4,650.

In 2014, Inspire Foundation had 4 agreements with 3 different Government Ministries. This provided to be a major income to the organisation, as this amounted to 44% of Inspire Foundation's sources of income. Two other major sources of income were Commercial Activities (such as the gym) and Fundraising activities, with 19% and 15% share of the total income respectively. Table 3.3.5 gives an overview of the agreements between Inspire Foundation and the 3 different Government Ministries, including the income from each service.

Table 3.3.5: Overview of the 4 Agreements between Inspire Foundation and the 3 Government Ministries, in 2014

<i>Contractual Agreement</i>	<i>Objective</i>	<i>Ministry</i>	<i>Income (€)</i>
<i>Education Services Agreement</i>	Delivery of 6 programmes catering for children with autism, cerebral palsy and other physical and learning disabilities	The Ministry for Education and Employment	882,000
<i>Therapeutic Care Package Agreement</i>	Delivery of 4 therapeutic services	Ministry for the Family and Social Solidarity	265,225
<i>STAR -25 Agreement</i>	Provision of the Profound Multiple Disability Programme	Ministry for the Family and Social Solidarity	168,000
<i>Inspire Adult Training Programme</i>	Provision of the Inspire Adult Training Programme	Ministry for Social Dialogue, Consumer Affairs and Civil Liberties	120,000

According to the National Audit Office, even though the data available was limited and due to constraints the services could not be compared with other similar services offered by other entities, the audit indicates that “a number of indicators which, when analysed collectively, imply that the services offered by the Foundation satisfy effectiveness and economy criteria within a Value for Money assessment. For the purpose of this review, effectiveness criteria related to the quality of the services provided. To this end, three main criteria were adopted, namely the quality accreditation of services, the level of client complaints and the value added for service-users through receiving complementary services within the same organisational framework. The economy related criteria adopted related to major cost elements comprised within the services’ fees. Such criteria mainly related to staff costs” (National Audit Office, Performance Audit: Service Agreements between Government and Inspire Foundation, 2016: 44)

Throughout the years, the management at Inspire Foundation has successfully implemented a strict overhead cost reduction exercise, such that administration staff and general support costs were reduced in total in real cost terms. Also the organization has strived to utilize more cost-effective measures, especially the utilization of volunteers. The Foundation aims to keep its high standard in the service it gives to users, while keeping the parents contribution as low as possible, not to increase the financial burden on these parents.

3.4 Analysis from the 3 Case Studies

It should be noted that all the data and information listed in this study was provided by the respective organisations and also from their respective website, annual report for the year 2014 and audited financial accounts for the year 2014. The cost-effective measures listed in each case shows how the organisations managed to lower the cost of the services they provide, while maintaining high quality in their services.

The scope of this exercise was not to compare the costs entailed by the different organisations, or to compare which service is most cost-effective, but to have a written exercise of the cost-effective measures of different organisations in the Voluntary Sector. All analysed VOs render different services, and for this reason one cannot compare the services they provide. It is also important to note, that this research only included a rough estimation of the expenses saved by each organization, according to their respective cost-effective measures.

Rather than conclusions, the following pointers could be drawn from these three case studies:

- Employees with VOs are generally paid less than the same position employees working in the public sector or businesses;
- Employees with VOs are dedicated to working after hours without getting extra remuneration (as part of their voluntary work), thus saving the organization from paying overtime expenses;
- VOs are assisted by volunteers, local and foreign, which reduces staff costs significantly;
- Most VOs benefit from the use of premises free of charge, being offered by the government / church or private individuals;
- More VOs are searching assistance from the business sector, through the Corporate Social Responsibility. This is assisting the VOs in one time projects, which will reduce the costs of VOs to carry out such projects;
- VOs also benefit from donations in kind from private individuals or businesses, reducing the cost related to buying office furniture, equipment or other assistance which will be given to clients; and
- The quality of the service is not hindered in order to reduce the costs. VOs are managing to keep a high percentage of their income from fundraising and commercial activities and also from agreements with Government entities or ministries. This is also beneficial for the government as from the research carried out by the NAO (for agreements between the Government and Richmond Foundation and Inspire), this would cost less for the government than if it had to carry out the service itself.

ANNEX I: TOTAL NUMBER OF PERSONS EMPLOYED WITH REGISTERED VOLUNTARY ORGANISATIONS AS AT END OF NOVEMBER 2015

EMPLOYERS			FULL TIME			PART TIME			TOTAL
Sector	AGE GROUP	ISCO 08 MAJOR GROUPS	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	
Social and Humanitarian	Under 25	[1] Managers			0			0	0
		[2] Professionals		1	1				1
		[3] Technicians and Associate Professionals			0				0
		[4] Clerks and support workers			0				0
		[5] Services and sales workers			0				0
		[6] Skilled Agricultural, fishery and forestry workers			0				0
		[7] Craft and related trades workers			0				0
		[8] Plant and machine operator and assemblers			0				0
		[9] Elementary Occupations			0				0
		Total under 25	0	1	1	0	0	0	1
	25-39	[1] Managers			0	1	1	2	2
		[2] Professionals	1	1	2	2		2	4
		[3] Technicians and Associate Professionals			0	1	2	3	3
		[4] Clerks and support workers			0			0	0
		[5] Services and sales workers		2	2	5	2	7	9
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations			0			0	0
		Total 25-39	1	3	4	9	5	14	18
	40-54	[1] Managers	1		1	1	1	2	3
		[2] Professionals	1		1	10	3	13	14

		[3] Technicians and Associate Professionals	1	4	5		2	2	7
		[4] Clerks and support workers	1	1	2		3	3	5
		[5] Services and sales workers		4	4		6	6	10
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations	1	1	2			0	2
		Total 40-54	5	10	15	11	15	26	41
	55 & over	[1] Managers			0	4	1	5	5
		[2] Professionals		1	1	2	1	3	4
		[3] Technicians and Associate Professionals			0	1	1	2	2
		[4] Clerks and support workers		1	1	3		3	4
		[5] Services and sales workers			0	1	2	3	3
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers	1		1			0	1
		[9] Elementary Occupations	5		5			0	5
		Total 55 & Over	6	2	8	11	5	16	24
	Total		12	16	28	31	25	56	84
	EMPLOYERS			FULL TIME			PART TIME		
Sector	AGE GROUP	ISCO 08 MAJOR GROUPS	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	
Education, Sports and Youth	Under 25	[1] Managers		1	1			0	1
		[2] Professionals	1	4	5		1	1	6
		[3] Technicians and Associate Professionals			0		2	2	2
		[4] Clerks and support workers		1	1	3		3	4
		[5] Services and sales workers	1	11	12	2	4	6	18
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0

		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations			0	1		1	1
		Total under 25	2	17	19	6	7	13	32
	25-39	[1] Managers	1		1			0	1
		[2] Professionals	5	36	41		6	6	47
		[3] Technicians and Associate Professionals	1	3	4			0	4
		[4] Clerks and support workers			0		1	1	1
		[5] Services and sales workers	2	20	22	1	3	4	26
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations	1	1	2			0	2
		Total 25-39	10	60	70	1	10	11	81
	40-54	[1] Managers	2		2			0	2
		[2] Professionals	6	34	40		9	9	49
		[3] Technicians and Associate Professionals	1	2	3			0	3
		[4] Clerks and support workers		2	2		1	1	3
		[5] Services and sales workers		9	9		8	8	17
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations	1	2	3	1		1	4
		Total 40-54	10	49	59	1	18	19	78
	55 & over	[1] Managers	1		1			0	1
		[2] Professionals	2	12	14		8	8	22
		[3] Technicians and Associate Professionals			0			0	0
		[4] Clerks and support workers		1	1	1		1	2
		[5] Services and sales workers		3	3	1	2	3	6
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0

		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations	1	1	2			0	2
		Total 55 & Over	4	17	21	2	10	12	33
		Total	26	143	169	10	45	55	224
EMPLOYERS			FULL TIME			PART TIME			TOTAL
Sector	AGE GROUP	ISCO 08 MAJOR GROUPS	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	
Arts and Culture	Under 25	[1] Managers			0			0	0
		[2] Professionals			0			0	0
		[3] Technicians and Associate Professionals			0			0	0
		[4] Clerks and support workers			0			0	0
		[5] Services and sales workers			0			0	0
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations			0			0	0
		Total under 25	0	0	0	0	0	0	0
	25-39	[1] Managers			0			0	0
		[2] Professionals			0			0	0
		[3] Technicians and Associate Professionals	1		1			0	1
		[4] Clerks and support workers		1	1			0	1
		[5] Services and sales workers			0			0	0
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations			0			0	0
		Total 25-39	1	1	2	0	0	0	2
	40-54	[1] Managers			0			0	0
		[2] Professionals			0	2		2	2
		[3] Technicians and Associate Professionals			0			0	0
		[4] Clerks and support workers			0			0	0

		[5] Services and sales workers			0			0	0	
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0	
		[7] Craft and related trades workers			0			0	0	
		[8] Plant and machine operator and assemblers			0			0	0	
		[9] Elementary Occupations			0			0	0	
		Total 40-54	0	0	0	2	0	2	2	
	55 & over	[1] Managers	1		1			0	1	
		[2] Professionals			0			0	0	
		[3] Technicians and Associate Professionals			0			0	0	
		[4] Clerks and support workers			0	1		1	1	
		[5] Services and sales workers			0	1		1	1	
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0	
		[7] Craft and related trades workers			0			0	0	
		[8] Plant and machine operator and assemblers			0			0	0	
		[9] Elementary Occupations			0	1		1	1	
		Total 55 & Over	1	0	1	3	0	3	4	
	Total		2	1	3	5	0	5	8	
	EMPLOYERS			FULL TIME			PART TIME			TOTAL
	Sector	AGE GROUP	ISCO 08 MAJOR GROUPS	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	
Health and Disability	Under 25	[1] Managers			0			0	0	
		[2] Professionals		4	4		3	3	7	
		[3] Technicians and Associate Professionals	1	1	2			0	2	
		[4] Clerks and support workers		10	10	1	20	21	31	
		[5] Services and sales workers	1	4	5		1	1	6	
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0	
		[7] Craft and related trades workers			0			0	0	
		[8] Plant and machine operator and assemblers			0			0	0	
		[9] Elementary Occupations	1	2	3			0	3	
		Total under 25	3	21	24	1	24	25	49	

	25-39	[1] Managers			0			0	0
		[2] Professionals	2	11	13	1	1	2	15
		[3] Technicians and Associate Professionals	1	6	7	2	2	4	11
		[4] Clerks and support workers	1	4	5	2		2	7
		[5] Services and sales workers	10	48	58	3	15	18	76
		[6] Skilled Agricultural, fishery and forestry workers	1		1			0	1
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers			0			0	0
		[9] Elementary Occupations	5	14	19		2	2	21
		Total 25-39	20	83	103	8	20	28	131
	40-54	[1] Managers		1	1			0	1
		[2] Professionals		4	4	1	3	4	8
		[3] Technicians and Associate Professionals	1		1		1	1	2
		[4] Clerks and support workers	1	2	3			0	3
		[5] Services and sales workers	3	45	48	1	7	8	56
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers		1	1			0	1
		[8] Plant and machine operator and assemblers	4		4			0	4
		[9] Elementary Occupations	2	17	19	1	3	4	23
		Total 40-54	11	70	81	3	14	17	98
	55 & over	[1] Managers			0	1		1	1
		[2] Professionals	2	1	3			0	3
		[3] Technicians and Associate Professionals		1	1			0	1
		[4] Clerks and support workers	5	1	6	2	2	4	10
		[5] Services and sales workers	4	31	35		7	7	42
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0
		[7] Craft and related trades workers			0			0	0
		[8] Plant and machine operator and assemblers	1		1	3		3	4
		[9] Elementary Occupations	5	5	10		1	1	11
		Total 55 & Over	17	39	56	6	10	16	72

			Total			51	213	264	18	68	86	350
EMPLOYERS			FULL TIME			PART TIME						
Sector	AGE GROUP	ISCO 08 MAJOR GROUPS	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	TOTAL			
Environment and Animal Welfare	Under 25	[1] Managers			0			0	0			
		[2] Professionals			0			0	0			
		[3] Technicians and Associate Professionals		1	1			0	1			
		[4] Clerks and support workers			0			0	0			
		[5] Services and sales workers			0		1	1	1			
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0			
		[7] Craft and related trades workers			0			0	0			
		[8] Plant and machine operator and assemblers			0			0	0			
		[9] Elementary Occupations			0			0	0			
		Total under 25	0	1	1	0	1	1	2			
	25-39	[1] Managers	2	2	4			0	4			
		[2] Professionals	2	1	3			0	3			
		[3] Technicians and Associate Professionals	1	2	3		1	1	4			
		[4] Clerks and support workers			0			0	0			
		[5] Services and sales workers			0	3	2	5	5			
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0			
		[7] Craft and related trades workers			0			0	0			
		[8] Plant and machine operator and assemblers			0			0	0			
		[9] Elementary Occupations			0			0	0			
		Total 25-39	5	5	10	3	3	6	16			
	40-54	[1] Managers	3		3		1	1	4			
		[2] Professionals			0	1	1	2	2			
		[3] Technicians and Associate Professionals			0		1	1	1			
		[4] Clerks and support workers			0			0	0			
		[5] Services and sales workers			0	2	1	3	3			
		[6] Skilled Agricultural, fishery and forestry workers			0			0	0			
		[7] Craft and related trades			0			0	0			

		workers						
		[8] Plant and machine operator and assemblers			0		0	0
		[9] Elementary Occupations		1	1	1	1	2
		Total 40-54	3	1	4	3	5	12
	55 & over	[1] Managers			0	1	1	1
		[2] Professionals			0		0	0
		[3] Technicians and Associate Professionals			0		0	0
		[4] Clerks and support workers			0		0	0
		[5] Services and sales workers		1	1	2	1	3
		[6] Skilled Agricultural, fishery and forestry workers			0	1	1	1
		[7] Craft and related trades workers			0		0	0
		[8] Plant and machine operator and assemblers			0		0	0
		[9] Elementary Occupations	1		1		0	1
		Total 55 & Over	1	1	2	2	3	5
	Total		9	8	17	8	12	20

**ANNEX II: TOTAL NUMBER OF FULL-TIME AND PART-TIME EMPLOYEES
WITH REGISTERED VOLUNTARY ORGANISATIONS AS AT END OF
NOVEMBER 2015**

Sector	VO Number	Name of VO	Full Time	Males	Females	Part Time	Males	Females	Total
Social and Humanitarian	VO/0154	Maltese Cross Corps	5	4	1	8	6	2	13
	VO/0086	Malta Red Cross Society	2	1	1	23	16	7	25
	VO/0408	Anglican Church in Malta	0	0	0	1	1	0	1
	VO/0486	The Ghana Mission Foundation	0	0	0	2	0	2	2
	VO/0062	Malta Hospice Movement	17	5	12	15	3	12	32
	VO/0068	Fondazzjoni Wens	3	2	1	7	5	2	10
	VO/0168	Malta Federation of Professional Association	1	0	1	0	0	0	1
	VO/0072	Oasi Foundation	12	3	9	2	2	0	14
	VO/0481	Maltese Italian Chamber of Commerce	3	1	2	1	1	0	4
	VO/0026	Fondazzjoni Suret il-Bniedem	17	7	10	5	2	3	22
	VO/0015	Mission Fund	2	0	2	2	0	2	4
	VO/0471	Gozo Business Chamber	2	1	1	1	1	0	3
	VO/0032	Fondazzjoni Arka (Respite Centre)	15	7	8	31	7	24	46
	VO/0314	Tabgha Foundation	4	2	2	0	0	0	4
	VO/0028	YMCA Valletta	6	5	1	8	1	7	14
	VO/0020	National Council of Women Malta	1	0	1	0	0	0	1
	VO/0010	Jesuit Centre for Faith and Justice Foundation	0	0	0	8	2	6	8
	VO/0005	St. Jeanne Antide Foundation	4	0	4	13	1	12	17
	VO/0022	Millenium Chapel Foundation	1	1	0	0	0	0	1
	VO/0123	Fondazzjoni mid-Dlam ghad-Dawl	0	0	0	1	0	1	1

	VO/0167	Chamber of Engineers	0	0	0	1	0	1	1
	VO/0080	Osanna Pia Home - Salesians	3	2	1	3	1	2	6
	VO/0112	Gozo Tourism Association	1	1	0	0	0	0	1
	VO/0503	Emergency Response and Rescue Corps	1	0	1	0	0	0	1
	VO/0141	Victim Support Malta Foundation	2	0	2	2	1	1	4
	VO/0488	Fondazzjoni Kenn u Tama	4	0	4	3	1	2	7
	VO/1083	TerraFirma Collective	1	1	0	0	0	0	1
	Total		107	43	64	137	51	86	244
Sector	VO Number	Name of VO	Full Time	Males	Females	Part Time	Males	Females	Total
Education, Sports and Youth	VO/0473	Exiles Sports Club	1	1	0	1	0	1	2
	VO/0531	Kunsill Studenti Universitarji	1	0	1	0	0	0	1
	VO/0079	Salesian Oratory	1	1	0	0	0	0	1
	VO/1058	San Anton School	165	24	141	49	6	43	214
	VO/0320	Parents Foundation for Education	1	0	1	5	4	1	6
	VO/0670	Kalkara Football Club	1	1	0	0	0	0	1
	VO/0559	Neptunes Waterpolo and Swimming Club	1	1	0	5	5	0	6
	VO/1078	Luxol Sports Foundation	2	2	0	1	1	0	3
	VO/0368	Kercem Ajax Football Club	1	1	0	0	0	0	1
	VO/0065	Malta Basketball Association	1	1	0	0	0	0	1
	VO/0095	Civil Service Sports Club	0	0	0	2	2	0	2
	VO/0675	Marsaxlokk Aquatic Sports Club	0	0	0	1	1	0	1
	VO/0592	Hamrun Spartans Football Club	4	4	0	1	1	0	5
	VO/0447	Gozo Football Association	1	1	0	0	0	0	1
	VO/0184	Maltese Olympic Committee	3	0	3	2	0	2	5

	VO/1201	Sirens Aquatic Sports Club	1	1	0	3	1	2	4
	VO/0011	Centru Tbexbix	3	0	3	0	0	0	3
	VO/0427	Malta Vocational Centre Association (MVC)	2	1	1	1	1	0	3
	VO/0105	Pembroke Athleta Sports Club	1	1	0	3	3	0	4
	VO/0619	Institute of Legal Studies	1	0	1	0	0	0	1
	VO/0763	VisMedNet Association	0	0	0	2	1	1	2
	VO/0682	Mediterranean Institute of Innovation, Communications and Technology	0	0	0	2	1	1	2
	VO/0681	Institute for the Research and Improvement of Social Sciences (IRISS)	1	1	0	2	2	0	3
	VO/1051	Zghazagh Azzjoni Kattolika	2	2	0	0	0	0	2
	VO/0684	Juventus Club Malta - Coure Bianconero	1	1	0	0	0	0	1
	Total		195	44	151	80	29	51	275
Sector	VO Number	Name of VO	Full Time	Males	Females	Part Time	Males	Females	Total
Arts and Culture	VO/0148	Malta Aviation Musuem Foundation	3	2	1	0	0	0	3
	VO/0739	Societa' Filarmonica Nazionale La Valette	1	1	0	5	5	0	6
	VO/0407	Malta Amateur Dramatic Club (MADC)	0	0	0	1	1	0	1
	VO/0008	Din L-Art Helwa	2	1	1	1	0	1	3
	VO/0117	Fondazzjoni Wirt Artna	18	17	1	8	7	1	26
	VO/0355	Inizjamed	0	0	0	3	2	1	3
	VO/0142	Oratorju Don Bosco, Ghawdex	0	0	0	1	1	0	1
	VO/0358	The English-Speaking Union of Malta	1	0	1	3	0	3	4
	VO/0479	Socjeta Filarmonika Pinto, Banda San Sebastjan, A.D. 1862	1	1	0	0	0	0	1

	VO/0997	African Media Association Malta	0	0	0	1	1	0	1
	VO/0758	France Malta	0	0	0	2	0	2	2
	Total		26	22	4	25	17	8	51
Sector	VO Number	Name of VO	Full Time	Males	Females	Part Time	Males	Females	Total
Health and Disability	VO/0322	Mascular Dystrophy Group	0	0	0	2	2	0	2
	VO/0017	Richmond Foundation	38	7	31	9	4	5	47
	VO/0336	Fondazzjoni Nazareth	14	0	14	5	0	5	19
	VO/0385	Little Sisters of the Poor	25	4	21	5	1	4	30
	VO/1066	Dar tal-Providenza	187	40	147	65	11	54	252
	VO/0044	Equal Partners Foundation	4	0	4	27	2	25	31
	VO/0021	Ghaqda Persuni Neqsin mis-Smiegh (Malta)	0	0	0	1	0	1	1
	VO/0070	Fondazzjoni Hajja Indipendenti	1	1	0	0	0	0	1
	VO/0199	The Eden and Razzett Foundation (INSPIRE)	106	26	80	63	18	45	169
	VO/0317	Mental Health Association Malta	0	0	0	1	0	1	1
	VO/0520	Malta Autism Centre: Foundation for Education and Research	3	2	1	7	2	5	10
	Total		378	80	298	185	40	145	563
Sector	VO Number	Name of VO	Full Time	Males	Females	Part Time	Males	Females	Total
Environment and Animal Welfare	VO/0052	BirdLife Malta	11	8	3	8	6	2	19
	VO/0735	The Gaia Foundation	2	1	1	5	1	4	7
	VO/0358	Society for the Protection and Care of Animals (SPCA)	4	0	4	7	1	6	11
	VO/0048	Nature Trust (Malta)	1	1	0	8	4	4	9
	VO/0119	Happy Paws Charity Organisations	4	1	3	1	1	0	5

VO0418	Heritage Parks Federations	1	1	0	2	1	1	3
VO/0101	Flimkien Ghal Ambjent Ahjar	0	0	0	4	2	2	4
VO/0091	Friends of the Earth	0	0	0	3	1	2	3
VO/0040	Noah's Ark Foundation	1	1	0	1	1	0	2
Total		24	13	11	39	18	21	63