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Volunteering for Refugee Integration: Introducing the SHARE Network Toolkit Publication

Introduction

This toolkit publication sets out the **SHARE Network** benchmark on volunteering for refugee integration - what it is, and how you can use it to begin, assess and improve volunteering for refugee integration in a way that fits the specific circumstances of your city and/or organisation.

The toolkit has been jointly developed in the framework of the SHARE Network's '**SHARING through Mentoring**' programme (see opposite), led by the International Catholic Migration Commission (Europe) in partnership with the EUROCITIES network, MigrationWork, Dutch Council for Refugees (Limburg), the municipalities of Sittard-Geleen and Maastricht, the Finnish city of Tampere and a wide range of experts working on volunteering and refugee integration across Europe.

What is the volunteering for refugee integration benchmark?

The benchmark begins with the '**SHARING through Mentoring**' standard - a headline summary of the **SHARE Network's** overall objective of volunteering for refugee integration.

The benchmark sets out the following components:

Key factors, or the policy and practice elements that enable cities and organisations to meet the '**SHARING through Mentoring**' standard. Each key factor is formulated as a statement, allowing you to verify if it is true for your city or organisation. Your chance of success in reaching the standard are greater the more of the key factors are in place.

Guide questions that ask about issues that need to be investigated before you can say if your city or organisation has the key factor in place.

Good practice examples from organisations across Europe working on volunteering and refugee integration, to illustrate the ways in which cities and organisations are working to address the themes covered by each key factor.

How can you use the volunteering for refugee integration toolkit?

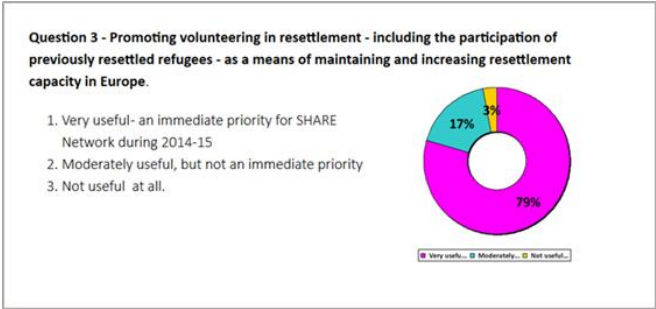
The toolkit is an instrument for inspiring, assessing and developing your policies and practice. You can apply the benchmark set out in the toolkit in different ways, depending on factors such as the policy and activities you have developed to date; if you want to focus on the whole benchmark or particular elements of it; what kind of information is available to you; who you want to get feedback from; and the level and type of resources you have to complete the process.



**How was the toolkit developed?
The 'SHARING through Mentoring' programme 2014-15**

At the October 2013 SHARE Network Conference, SHARE partners and stakeholders identified volunteering as a priority area for development within the field of refugee resettlement and integration. In October 2014, to support SHARE partners and stakeholders to expand and improve volunteering activities in relation to refugee integration, ICMC launched the **'SHARING through Mentoring' programme**.

'SHARING through Mentoring' adapted the methodology developed by EURO CITIES and MigrationWork in the 2012-14 *Implementing* project, a mutual learning initiative to enable cities working on migrant integration to share practice and learn from one another.



To ensure the **'SHARING through Mentoring'** programme and toolkit publication drew on current expertise and best practice in volunteering for refugee integration in Europe, on 13-14 October 2014 ICMC and the Dutch Refugee Council in Limburg facilitated *'What makes volunteering work? Supporting reception, building integration & promoting independence through volunteering'*, a 2-day expert seminar in the city of Maastricht

The seminar welcomed 25 experts in volunteering for refugee integration from 9 European countries to discuss and exchange on successful approaches and best practice in volunteering for refugee and migrant integration across Europe. The programme incorporated five thematic panels addressing different key areas of successful volunteer programmes, and discussions in each area formed the basis of a draft toolkit publication to be piloted in the programme. Seminar participants formed a **SHARE Volunteer Expert Core Group**, providing expert input throughout the implementation of the programme and the production of the final toolkit publication.



**The 'SHARING through Mentoring' Pilot Programme:
Peer exchange & mutual support between the Netherlands and Finland**

'SHARING through Mentoring' peer exchange piloted the methodology and draft toolkit developed via the Maastricht seminar. ICMC engaged a **SHARE Mentor Partnership** of the Dutch Council for Refugees in Limburg with the municipalities of Sittard-Geleen and Maastricht, and a **SHARE Learning City** comprising the municipality of Tampere, the Lutheran Church and the Finnish Red Cross.

There is a high level of commitment to volunteering across the Netherlands. In Limburg, strong partnerships between municipalities and civil society have built on this wider context to ensure volunteers play a central role in the reception and long-term integration of refugees across the province. In Tampere, following a successful first volunteer programme for resettled refugees in the city, both the city authorities and local NGOs wanted to increase the involvement of volunteers in their resettlement and refugee integration programmes, and



wanted to continue this work with the input of an expert partner.



On 4-5 February 2015, a delegation from Tampere travelled to the municipalities of Sittard-Geleen and Maastricht to learn about the volunteer programmes established by the Dutch Council for Refugees. The Tampere delegation was introduced to volunteering policy and practice including national advocacy and campaigning, regional and local approaches to volunteer recruitment and training, and the varied roles that volunteers play in refugee integration in Limburg. The programme concluded with the visiting delegation presenting the Limburg practice that they felt could be transferable to Tampere.

The exchange continued when a delegation from Limburg visited Tampere on 21-22 April 2015,, following a programme designed to explore the capacity of the city and its partner civil society organisations to implement the identified practice. The delegation was introduced to the city's resettlement programme and undertook site visits to organisations involved in volunteering in the city, and engaged in intensive discussion using the draft toolkit as a guiding framework.

The 'SHARING through Mentoring' pilot programme concluded with the presentation of a report by the **SHARE Mentor Partnership** detailing practical recommendations for the development of volunteering for refugee integration in the **SHARE Mentor City** of Tampere. Based on experiences in the pilot programme, and with input from pilot programme partners and the **Volunteer Expert Core Group**, this **SHARE Toolkit Publication** was finalised.

THE 'SHARING THROUGH MENTORING' STANDARD

'Individuals are able to contribute their time, skills and commitment to effectively enhance reception arrangements, support integration and promote participation for refugees and other newcomers, in an environment that values volunteers and volunteering'

Volunteering is an essential component of successful refugee integration. Across Europe, volunteers play a central role in facilitating the reception and integration of refugees into local communities, and in enhancing the capacity and responsiveness of regional and local resettlement and integration programmes.

The 2004 Common Basic Principles for Immigrant Integration Policy in the EU (CBPs) define integration as 'a dynamic, two-way process of mutual accommodation by all immigrants and residents of Member States'. The CBPs also set out the core policy areas, actions and approaches that together provide a foundation for successful integration.

Volunteering can support successful integration as defined in the CBPs by:

- fostering exchange, enabling contact, and building mutual awareness and networks between local citizens and refugees;
- contributing to the employability of refugees through the development of new skills gained through volunteering;
- providing opportunities for refugees to learn and practice the language of their new country; and
- enabling refugees to understand national systems, culture and history, to access their rights, participate in their community and live more independently.

For resettled refugees, who experience a rapid change when they arrive directly into new communities, volunteers play an additional, fundamental role in facilitating reception, adaptation and long-term settlement, and building friendships and connections in their new surroundings. Volunteers who themselves have experience of refugee resettlement can also be an invaluable source of information and support, both for those who are newly arrived and for the organisations and services working with them.

DEFINING VOLUNTEERING...

Volunteers are individuals who carry out unpaid activities of their own free will, often in support of an activity or initiative serving the general interest of the wider society, and without replicating or substituting the work of paid staff. In this benchmark we cover volunteering by refugees themselves and volunteering by others to assist refugee reception and integration.

Volunteering can encompass:

- **'voluntary action'**, comprising both informal volunteering and volunteering in an organised context; and/or
- **'voluntary work'**, comprising work done in an organised context for mainstream, voluntary or migrant organisations; and/or
- **'voluntary service'**, comprising time-limited full-time or short-term voluntary work, often specifically targeted at young people.

1. BUILDING A CULTURE OF VOLUNTEERING

'Public authorities, relevant organisations and individuals of all backgrounds share a commitment to volunteering and voluntary activities that aim to improve the wellbeing and circumstances of refugees'

Across Europe, volunteering is understood and viewed in many different ways. Perceptions of and ideas about volunteering can differ across Member States, amongst people of different ages and backgrounds, and within different organisations and authorities.

A well defined, agreed and publicised idea of volunteering for refugee integration can help to:

- create a shared commitment to volunteering;
- build strong partnerships to support volunteering initiatives and activities for refugee integration;
- strengthen engagement in volunteering at an individual and organisational level; and
- ease any concerns or misconceptions about the impact or operation of volunteering.

GUIDE QUESTIONS:

1. Is there a statement setting out your organisation/city's commitment to volunteering? Has it been publicised?
2. Does the statement:
 - define the relationship between volunteering and paid employment?
 - create an expectation that refugees can act as volunteers?
 - outline the benefits of volunteering for refugee integration?
3. Who was involved in drawing up the statement? How far were external partners and stakeholders, including refugees, involved?
4. Are the contributions of volunteering and the achievements of individual volunteers publicly recognised? How?
5. Does your city/organisation actively promote volunteering as a worthwhile and beneficial activity, for example through advocacy, campaigning or media? Does this work target specific audiences?

Good practice examples

- Caritas Vienna has approximately 2,000 volunteers at 100 locations throughout the city, many of whom assist refugees with childcare, leisure activities, mentoring and language learning. In 2014, they organised 'Give time – Receive Memories', an Action Day for volunteer work that also resulted in '1001 Stories: Volunteers Share Their Experience', a publication in which volunteers gave personal accounts of their work and the impact it had on them.
- In 2010, Sheffield City Council issued its first *Sheffield Strategy for Volunteering*. Development of the strategy began in 2007, when the City Council asked the local Volunteer Centre to research how volunteering and its benefits for the city could be increased. This exercise led to the formation of a local Volunteer Strategy Steering Group tasked with implementing the research recommendations, including by developing a volunteering strategy for Sheffield. The Steering Group consulted with a wide range of partners and stakeholders throughout the city, using large meetings, focus groups, individual interviews and online surveys to gather inputs, and including refugee and migrant groups and individuals. The final Strategy defines what volunteering means for Sheffield, confirms the city's support for volunteering, and includes an action plan targeting more and better volunteering with responsibility shared across local institutions and partner organisations.

2. PARTNERSHIPS & COORDINATION FOR VOLUNTEERING

'Volunteer programmes are well coordinated, adequately resourced, and benefit from strong, supportive and well-defined partnerships and referral arrangements'

A wide range of service providers, civil society organisations, refugee and migrant associations and others are involved in providing reception and integration support for refugees. Directly involving volunteers in this work extends the scope and type of the activities and support they are able to offer.

Effective volunteer programmes draw on the strengths of a wide range of partners and stakeholders, working together for a common, mutually beneficial purpose. Clear roles, responsibilities and channels of communication, agreed amongst all partners and communicated to external stakeholders including refugees, support effective programme coordination. Mainstream volunteering agencies may be able to assist partnerships by providing access to volunteers, infrastructure support and expertise, and by publicising volunteering with and by refugees to a wider public audience.

Whilst volunteers give their time for free, the coordination of volunteer programmes requires adequate and sustainable human and financial resources. Public authorities may have a specific interest in providing these resources where volunteer programmes support the achievement of particular policy goals at the local, regional or national level.

GUIDE QUESTIONS:

1. Do you work with partner organisations on volunteering programmes or activities? Who are they?
2. What is each partner responsible for within the programme? Is there a document or diagram that explains these roles and responsibilities? How is this information communicated to external stakeholders, including refugees?
3. Does the partnership have a key document that includes:
 - goals of the volunteering programme
 - how volunteering contributes both to and the organisational aims of the partners and to refugees' integration
 - key actions, programmes and timescales (including responsibilities for each action)
 - organisational resources available for the programme from within the partnership?
4. Does the partnership have specific arrangements for:
 - referring refugees between partners
 - data-sharing and confidentiality
 Are there documents that explain how these arrangements work?
5. How far does the partnership involve mainstream volunteering agencies in its work, and in what capacity?
6. Do adequate financial resources exist to support the work of the partnership? How far are public authorities involved in financially supporting the programme?

Good practice examples

- The city council of Osnabrück in Germany has since 2005 coordinated and resourced a network of volunteers to support the integration of new immigrants in the city. The programme works in close cooperation with local service providers and civil society organisations to develop volunteer tasks, communicate to beneficiaries and evaluate the programme's activities. In its role as coordinator, the city has also incorporated the expertise of the local college to develop a basic course that trains local volunteers to be 'integration pilots', able to assist integration in a variety of different fields, and to run a variety of advanced modules based on suggestions from volunteers and partner agencies. In 2013, the city used this successful model and coordination structure as the basis for a new programme to develop a network of volunteers to support the integration of refugees, including those who have been resettled.
- The city council of Kruibeke in the Belgian province of East Flanders received the 'Welcoming Community of 2014' award from the Flemish Refugee Council, in recognition of its success in receiving resettled refugees. This work has been carried out via a series of important partnerships between the municipality, local office of the Public Centre for Social Welfare, the Catholic church, the NGO Caritas and local volunteering agency Social Links. Social Links provides volunteers to support language learning, and facilitates summer youth programme volunteer placements for young asylum seekers living in the local reception centre. To showcase the success of integration in the city and its diverse population, the municipality works with approximately 60 local volunteers and a wide range of partner organisations to hold an annual cultural festival.

3. RECEPTION, PARTICIPATION, INDEPENDENCE & WELCOME

'Volunteering programmes for newcomers enhance reception and integration for refugees, by promoting participation, supporting independent living, and building a culture of welcome and awareness at local, regional and national levels'

Refugees, including those who have been resettled, will have a range of integration needs and aspirations according to their background, age, gender, skills, interests and any number of other individual and group factors. Volunteering activities to support refugee integration should aim to identify and respond to these needs and aspirations, and to complement the work of paid staff by addressing gaps in integration service provision and/or extending the type and nature of integration support provided for refugees.

Volunteers can contribute expertise in particular areas that organisations do not focus on in their core work, and will often be motivated by the opportunity to further develop their skills by developing their own specific activities and initiatives. Involving volunteers in developing activities based on their own personal interests will enhance their motivation and engagement, and enable innovative new approaches and initiatives for refugee integration.

Previously resettled refugees have direct experience of the resettlement process, and a unique understanding of the needs and experiences of those being resettled (particularly where they share the same background). Opportunities to act as volunteers within resettlement programmes will enable them to directly contribute this expertise, and this input may be particularly useful in the reception and initial orientation phases of resettlement. Volunteering can also assist refugees to acquire experience and develop skills, including those useful for future employment, that will assist them to live more independently.

Volunteering can contribute to building a culture of welcome by facilitating contact between refugees and local citizens, and by providing volunteers with opportunities to be involved in activities aimed at increasing public understanding and awareness of refugee issues. Targeting and/or directly involving mainstream organisations in this work can extend the scope of awareness-raising activities beyond the 'usual suspects', building a broader and more sustainable welcoming culture at the local and national levels.

GUIDE QUESTIONS:

1. How does your city/organisation assess the integration needs and priorities of refugees, and identify gaps in current integration programmes that volunteering could fill? What sources of data are used, and who is involved in assessing them?
2. How is the expertise of previously resettled refugees incorporated into volunteering activities for refugee integration?
3. How is the design and development of volunteering activities influenced by the views and ideas of volunteers?
4. How far are volunteers encouraged to share their experience and knowledge they gain with others, to challenge misconceptions and effect change?
5. Do you involve volunteers in awareness-raising activities and initiatives? Who are these activities targeted at?

Good practice examples

- Caritas Italy coordinates 'Refugees In My House', a scheme that supports families to offer accommodation in their homes to both refugees and asylum seekers. Host families and the accommodation they can offer are screened before their participation in the project commences, and 40 beneficiaries took up accommodation offered through a pilot of the project during 2013. The project aims to use the capacity of a family setting to assist refugees to live more independently, relying less on mainstream services and institutional support, and building their own networks and connections. Families offering accommodation are able to be personally involved in offering welcome to people from a range of different nationalities and cultures. Caritas Italy hopes that both host families and beneficiaries will share this direct, personal and positive experience of welcome and solidarity with those in their wider networks and communities.
- 'Action New Neighbours' is an initiative run by the Archdiocese of Cologne in collaboration with Caritas. It is based on core values of compassion, acceptance and a willingness to help refugees, and a belief that 'contact and exchange mean that strangers become neighbours'. A central project fund offers small grants to 'non-bureaucratic' reception and welcome initiatives proposed by individual parishes, including for housing, language-learning and awareness-raising. Action New Neighbours aims to complement existing structures for refugee reception and integration by strengthening welcome and broadening the type and nature of available integration support, building the capacity and resourcing welcome activities of local parishes, and providing increased volunteering opportunities for local residents via their respective parishes.

4. SUPPORTING VOLUNTEERS

'Volunteers are recognised, appreciated and supported, in groups and individually'

In the same way as paid staff, volunteers require an understanding of the nature and limitations of their role, and support to develop the skills and to access the information and resources they need to carry it out. Volunteers should be matched with specific roles based on an assessment of their individual skills, suitability, motivation and areas of interest.

Regular training for volunteers can help them to understand more about the requirements of the organisational framework within which they are working, and the people their role may involve working with. Working with refugees can be challenging, and having an identified point of contact with whom volunteers can raise concerns and questions will ensure early problem-solving and help to safeguard volunteers' wellbeing. In addition, volunteers should feel welcomed and valued, both on an individual basis and through recognition of their contributions at an organisational level.

It is essential that volunteers are not financially disadvantaged by engaging in voluntary activities, and organisations involving volunteers should allocate appropriate resources for travel and subsistence expenses incurred by volunteers. It is essential that hosting organisations fulfil all relevant legal obligations in relation to volunteering, including by obtaining appropriate insurances.

GUIDE QUESTIONS:

1. Does your city/organisation assess the suitability of individual volunteers for particular tasks or roles? How is this assessment carried out?
2. Does it include formal background checks?
3. How do you ensure that volunteers are aware of expectations regarding their conduct, including:
 - confidentiality
 - legal requirements (eg: child protection)
 - organisational policies and procedures?
 How do you monitor if conduct meets expectations, and what action do you take if not?
4. Who within your city/organisation has overall responsibility for maintaining contact with volunteers? How often and by what means are they in contact, and what type of information do they discuss?
5. Does your city/organisation provide training for volunteers? What topics does the training cover, and who is involved in developing and delivering it?
6. How are paid staff working alongside volunteers informed about volunteer activities? Do they receive training on working with volunteers?
7. Does your city/organisation provide travel and subsistence expenses for volunteers? Is there a document that explains how this provision works?
8. What are your city/organisation's legal obligations in relation to volunteering (eg: insurances, background checks), and how do you fulfil them?

Good practice examples

- The Danish Refugee Council (DRC) engages approximately 5500 volunteers, supervised by local Volunteer Coordinators who report on their activities to DRC Regional Advisers. Volunteers are supported in their work via meetings with Volunteer Coordinators, electronic and receive updates and information via dedicated newsletters, thematic training events and meetings and annual volunteer conventions. Training for DRC volunteers is offered but not mandatory, enabling volunteers to tailor-make training activities according to their individual interests and maintaining an organisational distinction between volunteers and paid staff.
- The Portuguese Refugee Council is an accredited training provider, and offers a free to access e-learning package for anyone who needs or wants to learn more about refugees. This e-CPR package includes a final module on volunteering, and has been particularly useful both in attracting new volunteers and enhancing the skills and knowledge of existing CPR volunteers. e-CPR is offered over a 6-week period for groups of up to 30 people, with registration open to anyone and places are allocated on a first-come, first-served basis. The course requires approximately 5 hours per week of trainees' time, and includes access to discussion groups and an e-tutor.

5. WHO VOLUNTEERS?

'Volunteering is accessible to individuals from a wide range of socioeconomic, demographic and migratory backgrounds, including refugees and migrants. Refugee/migrant organisations are provided with sufficient information, tools and support to participate in volunteer programmes should they wish to'

With approximately 100 million individuals engaged in voluntary activities across the European Union,¹ there is a large pool of volunteers who could potentially be involved in supporting refugee integration. Volunteering with refugees is, however, effectively competing to attract volunteer interest with initiatives in many other areas.

Providing easily accessible information on volunteering for refugee integration, developing activities that respond to prevailing motivations and expectations, and using creative and targeted marketing to reach potential volunteers can help to engage interest. To ensure individuals from a wide range of backgrounds can be involved, it is essential that programmes develop volunteer tasks and roles that are accessible to those with different levels of skills, experience and confidence, including both refugees and those from the wider population.

Refugees benefit from opportunities to volunteer within a wide range of organisational settings both within and outside of refugee-assisting organisations. Refugees may be unfamiliar with volunteering and lack the confidence or knowledge to access available volunteer placements, whilst mainstream organisations may have initial concerns about engaging refugees as volunteers. Organisations can act as intermediaries to support both refugees and hosting organisations to ensure successful refugee engagement in a wide range of volunteering opportunities.

GUIDE QUESTIONS:

1. To what extent does your city/organisation know who potential volunteers are, and what skills, motivations, expectations and aspirations they have in relation to volunteering?
2. How do you communicate opportunities for volunteering in refugee integration to potential volunteers? What type of information do you provide, and how can it be accessed?
3. How do you check that this information is reaching potential volunteers and engaging their interest?
4. To what extent do you use your knowledge of the skills and motivations of potential volunteers to develop volunteer activities and tasks?
5. How do you ensure volunteering is accessible for individuals from a wide range of different backgrounds and skills profiles?
6. What measures or approaches do you have in place to address the specific barriers to volunteering that may be experienced by refugees? How do you monitor if they are working effectively?

¹ European Volunteer Centre – 2011 data (www.cev.be)

Good practice examples

- The Finnish Red Cross runs a programme designed to provide skills development and volunteering opportunities for refugees. Participants are offered a range of training, including sessions on safety at home and first aid, designed to familiarise them with how volunteer associations function, increase their self-esteem, and develop skills to help others in the community. Feedback from programme participants has been very positive, particularly from those who went on to participate as Red Cross First Aid volunteers first aid at public events, who saw volunteering as a way to 'repay' the assistance the Red Cross had provided them through the programme.
- In Poland, the rights and responsibilities of volunteers and the organisations that host them are set out in national legislation. Despite this strong framework, levels of engagement in volunteering remain relatively low, particularly amongst older people. In response, Polish Humanitarian Action (PAH) decided to adapt its approach to marketing and publicity for its volunteer programme by building on the priorities and interests of potential volunteers in this age group. Rather than focusing purely on refugees issues, PAH instead chose to emphasise and communicate information about the needs of refugee children and the role that volunteers could play in meeting them. This approach has been successful in promoting increased interest and engagement in volunteering, both within and outside of the target group.

6. MONITORING & EVALUATION

'The impact, efficiency and benefits of volunteering for refugee integration are assessed through regular quantitative and qualitative data collection, and outcomes are used to improve volunteer programmes and activities, inform advocacy, and support requests for funding and institutional support'

Effective monitoring and evaluation of volunteering programmes and initiatives can generate a wealth of data on their impact, efficiency and benefits. This data can be used to:

- ensure institutional support for volunteering, including from public authorities;
- support requests for funding for volunteer programmes and initiatives;
- build public support for volunteering, including through advocacy and campaigning, and by increasing individual engagement in volunteering activities; and
- improve existing volunteering programmes, and suggest new activities or areas of focus

Quantitative data might include information on the number of volunteers and who they are, the amount of time they spend volunteering and how many refugees have been assisted by or participated in volunteer-led activities. Assessing quantitative outcomes against costs can also produce valuable information on the cost-effectiveness of volunteering initiatives. Qualitative feedback and input can be provided by volunteers themselves, the target beneficiaries of their activities (in this case refugees), and the staff of partner organisations involved in delivering volunteering programmes.

The use of regular, longitudinal monitoring and evaluation mechanisms will provide an evidence-based picture of how volunteering programmes and activities have developed and adapted over time.

GUIDE QUESTIONS:

1. How do you assess the impact of volunteering for refugee integration? What sources of data are used, and who is involved in assessing them?
2. Has your organisation/the partnership within which you work on volunteering programmes or activities agreed a common approach and mechanisms for monitoring and evaluation? Are any resources allocated to this activity?
3. How do you monitor volunteer satisfaction, and what do you do with this information?
4. How do you monitor who is volunteering, and what do you do with this information?
5. Do you obtain feedback from refugee beneficiaries of volunteer-led activities? How do you do this, and what type of feedback do you ask for?
6. If you are engaged in advocacy or campaigning on volunteering for refugee integration, how far do you make use of impact assessment data to support this work?

Good Practice examples

- Refugee Action in the UK has developed a suite of tools and resources for use across its volunteer programme, including volunteer 'role outlines', tools for assessing risk and volunteer personal development plans. Standardised templates are used to collect feedback and reflections from individual volunteers, including asking volunteers to write snapshot case studies about their experiences and the impact they feel their activities and that of the programme have impacted on clients. Volunteer feedback is incorporated into organisational discussions on how to improve the programme, and evaluation information is also used to promote the benefits of volunteering for refugee integration in marketing and promotional activities for the Refugee Action programme.
- Danish Refugee Council prepares regular internal reports on the activities and impact of its volunteer activities, and also commissions external assessments of DRC volunteering. The information gathered in both types of reports is used to plan and promote volunteer activities and share good practice across the organisation. To ensure the views and ideas of refugee beneficiaries of the programme are included in this work, DRC offers refugees the opportunity to complete a satisfaction questionnaire about their experiences of being supported by volunteers. To ensure the collection of more qualitative information and address the barriers that some refugees may experience in completing questionnaires, additional beneficiary feedback is obtained via focus groups with refugee beneficiaries.

About ICMC...

The International Catholic Migration Commission (ICMC) serves and protects uprooted people – refugees, internally displaced persons and migrants – regardless of faith, race, ethnicity or nationality. Since its creation in 1951, ICMC has identified and accompanied over one million refugees for resettlement.

Additionally, ICMC provides expert resettlement personnel to UNHCR field operations through the ICMC-UNHCR Resettlement Deployment Scheme. Through its Turkey and Lebanon offices, the ICMC Refugee Support Centre (RSC) processes refugees for resettlement to the United States. The ICMC Europe office in Brussels works to promote resettlement in Europe, developing the European Resettlement Network (www.resettlement.eu) with its partners IOM and UNHCR, and building European resettlement capacity and expertise.

About the SHARE Network...

Led by ICMC Europe, SHARE builds toward a European resettlement network of regions, cities, municipalities and their civil society partners involved in or with a commitment to refugee resettlement, integration and protection.

The SHARE Network creates sustainable relationships, disseminates best practice, builds capacity, creates partnerships and strengthens commitments to refugee protection. SHARE Network activities offer structured dialogue, exchange of practices and networking between cities, regional actors and NGO partners and between experienced resettlement countries and countries planning or considering resettlement.

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