



# The Design and Delivery of volunteering in the Criminal Justice System



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### Programme

JIVE – Justice Involving Volunteers in Europe

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# Executive Summary

**This report results from the application of practice exchange and evaluation grid frameworks and describes the results of a study conducted on volunteer management, recruitment, training and support practices within the Criminal Justice System (CJS) sector. Six European countries were involved in this study as part of the JIVE (Justice Involving Volunteers in Europe) project: England & Wales, Hungary, Italy, Netherlands, Portugal and Romania.**

**The study was conducted in 2014 as part of one of the project's workstreams – volunteer recruitment, training and support. It intends to highlight volunteering practices and work methodologies so that these programmes, countries and stakeholders may learn from others, and that informed recommendations for improving volunteer programmes may be developed. In particular, the study aims to:**

- 1) Establish a comparison between volunteering programmes and European countries, in key programme areas**
- 2) Identify common themes and best practice between programmes and countries**
- 3) Propose specific recommendations for improving volunteer programmes**



The methodology we used is based on a one-shot research design style, where a sample of cases is analysed according to predefined criteria. The data collection strategy is multi-method, mixing quantitative data (an Evaluation Grid (EG), or structured questionnaire) with qualitative data (a Practice Exchange Framework (PEF), or in this case a self-administered interview). A convenience sample was used, where JIVE project's partners selected a variety of volunteer programmes available within each of their countries, including the justice sector (the majority of programmes) and other sectors (for benchmarking purposes).

With these methodological guidelines in place, the study's final sample included 47 organisations/programmes and were scored in the EG data collection tool. This research rendered some interesting findings. Firstly, and in pair with the fact that most countries achieved medium to high scores in their EG, some countries show better averages than others, which means that there are programmes within countries, that perform better than others in terms of some of the considered evaluation parameters.

From this perspective, it's possible to identify where countries can improve and learn from each other's experience, without losing sight of one's cultural and historical approach to volunteering. The following table presents a direct country comparison based on the EG scores achieved by country and evaluation parameter, highlighting each country's strengths and needs.

EVALUATION GRID PARAMETERS	COUNTRIES					
	ENGLAND & WALES	HUNGARY	ITALY	NETHERLANDS	PORTUGAL	ROMANIA
Partnerships	✘	=	✓	=	=	✘
Training	✓	=	=	=	=	=
Monitoring	✓	✓	✘	=	✘	=
Supervision	=	=	✘	✓	✓	=
Evaluation	=	✓	✘	✓	✓	=
Communication/ dissemination	✓	✓	✘	✘	✓	=
Financial management	=	=	✓	✓	=	✘

✘ Below average   = Average   ✓ Above average

Executive summary table 1 – Countries' strengths and weaknesses per country and evaluation parameter

Another interesting finding is that although plenty of organisations seem to adopt flexible planning and results based management, many work within more rigid planning designs and build upon target group needs and bureaucratic procedures. While these approaches may be useful for large-scale organisations and the satisfaction of beneficiaries' immediate and urgent needs, they may also in some cases, limit organisational response time, as well as lower the organisation's efficacy in promoting social change.

On the communication side, the volunteer programmes and organisations that participated in the study seem to use a mixed approach, involving direct marketing strategies, word of mouth and networking. Many organisations or programmes seem to have developed this approach through a trial and error process, where they progressively adjusted their communication strategy to intended results in terms of voluntary recruitment. Nonetheless, while this is true for communication strategies, where things seem to have developed to a more mature organisational state, the same cannot be said about volunteer screening processes; this mostly relies on simple formulae that may not be creative enough.

Another finding was that the majority of volunteer programmes and organisations created formal, classroom based volunteer training events. These are generally held at the induction stage of the volunteering process and focus on training elements that range from volunteering/mentoring concepts, practices and ethics, intervention theory, methods and techniques, justice/legal/social services information and protocols, and programme/organisation information. Training strategies seem to favour the use of different methods, including presentations/lectures, case studies, role-plays/simulations and discussions/debating/

brainstorming, and competencies of the trainer generally comprising knowledge/experience on the training subjects, as well as knowledge/experience in training/teaching positions, among others.

With volunteer orientation and support, most programmes use volunteer contracts, but few develop other workspace induction tools. Monitoring procedures seem to be common, as well as supervision meetings.

As for evaluation, the study shows that it may not be a widespread practice among programmes. When it exists, it's mainly based on client/beneficiary satisfaction, which means that there is space for mainstreaming and the development of more complex and robust investigative designs.

Based on research findings, the following table presents a set of volunteer programme best practice for different programme components.

Executive summary table 2 – Volunteer programme best practice

<b>Programme planning and needs evaluation</b>	<b>Planning</b>	Embedded planning and goal orientation
<b>Volunteer engagement</b>	<b>Communication channels</b>	Multi-method communication strategy, including word of mouth, social media networking, and website advertising. Case studies presentation.
	<b>Application screening</b>	Multi-method, including individual interviews, training and observation periods and tests and/or work assignments
	<b>Volunteer engagement</b>	Match process between volunteer and deployment institution, job description materials and designation of a local supervisor
<b>Volunteer induction training</b>	<b>Support materials</b>	Programme or volunteer workbook, informative/training handouts
	<b>Contents</b>	Volunteering/mentoring concepts, practices and ethics; intervention theory, methods and techniques; justice/legal/social services information and protocol; programme/organisation information
	<b>Training methods</b>	Formal training, blended mode using multi-method training approaches, including presentations/lectures, case studies, role-plays/simulations and discussions/debating/brainstorming
	<b>Trainer profile</b>	Knowledge/experience on the training subjects and knowledge/experience in training/teaching positions
<b>Volunteer orientation/support</b>	<b>Volunteer orientation</b>	Volunteer contract, assignment of a local workplace supervisor, initial staff presentation, organisation monitoring and probation/trial period
	<b>Monitoring practices</b>	Monitoring meetings; documents, reports and form fillings
	<b>Volunteer support</b>	Travel and meal expenses; staff/group support
<b>Supervision &amp; evaluation</b>	<b>Supervision process</b>	Formal supervision procedures, via supervision meetings and document/report filling
	<b>Evaluation type</b>	Formal and robust evaluation, including satisfaction based evaluations and mix-method, quasi-experimental and experimental evaluation designs

Finally, grounded on the study’s results, it’s possible to identify recommendations that can be made at the following levels of action: volunteer programme, partnership, research and policy.

**AT THE VOLUNTEER PROGRAMME LEVEL**

**1.** To promote the introduction of results based planning approaches, focusing programme and programme management on clearly defined medium and long term outcomes that effectively empower social change

**2.** To facilitate volunteer deployment, engaging in match processes between volunteers and deployment agencies and developing deployment support tools that can increase efficiency, such as, for instances role descriptions

- 3.** To adopt formal volunteering induction training practices, focused on selected content, themes, and sustained by a mixed methods training approach with dedicated support materials
- 4.** To develop a training curriculum and programme for volunteering induction practices, based on well-tested contents and training methods, and to support the development of a CJS volunteer trainer profile
- 5.** To define a formal supervision minimum standard to ensure that all volunteers have some peer or professional support and using it to extend the volunteering life cycle
- 6.** To adopt a more robust monitoring and evaluation approach, moving to a more formalised approach to designing the best systems and utilising the most effective tools (activity documentation, mixed-methods investigative approaches, and experimental designs)
- 7.** To invest strongly in, and consistently promote, cross sector working and best practice exchange as a resource for process and context innovation
- 8.** Promote the creation of a benchmark for volunteer programmes that will allow for European wide comparison and standardisation.

#### **AT THE PARTNERSHIP LEVEL (EVALUATION GRID AND PRACTICE EXCHANGE LEVEL)**

- 1.** To promote the creation of a European network focused on exchanging good practice and developing standards for volunteer programmes within the CJS.
- 2.** To deepen the development of data collection tools dedicated to the study of volunteering practices in the justice systems of the European Union
- 3.** To launch countries' mutual learning project proposals, based on the present research findings filling gaps and reinforcing strengths
- 4.** Publicise annually the CJS volunteering results and impacts as a strategy to promote CJS volunteer sector organisations working in the sector.

- 5.** Create partnership approaches to tackle communication and dissemination deficits and costs
- 6.** Promote collaborative training to take advantage of scale and creativity to ensure a common baseline message and reduce delivery costs
- 7.** Establish common minimum standards to assess the quality of volunteer organisations and/or programmes

#### **AT THE RESEARCH LEVEL**

- 1.** To deepen the study on voluntary practice within the CJS, namely through the development of large scale surveys that can reflect a more accurate (representative) picture of the subject
- 2.** Improve the Evaluation Grid and Practice Exchange Framework to facilitate the evaluation of current volunteering practices, the identification of needs, the exchange of practices, and the organisation of mutual learning events and projects
- 3.** To develop Key Performance Indicators that can track the evolution of volunteer programmes
- 4.** Commissioning research to measure volunteering impact, volunteer satisfaction, life cycle and commitment

#### **AT THE POLICY LEVEL**

- 1.** Introduce quality standards on volunteer training, by creating basic requisites for volunteer training curriculum, programmes and trainers
- 2.** Increase support for the exchange of volunteer programme practice, knowledge, and experience in the CJS, and emphasise its importance within EU funding programmes that address mobility, transnational exchange and mutual learning.
- 3.** Support the creation of measures and tools, which will facilitate the exchange of practice, experience and knowledge between volunteer involving organisations within the CJS.



# Introduction

**This guide describes the main results of the study conducted by Aproximar on volunteer management, recruitment, training and support practices in the justice sector, across project countries: England & Wales<sup>(3)</sup>, Hungary, Italy, Netherlands, Portugal and Romania.**

**The study was conducted in 2014, as part of the Justice Involving Volunteers in Europe (JIVE) project under W/S2 - volunteer recruitment, training and support. The project establishes a partnership of eight European NGOs working in the CJS in order to promote the exchange of ideas and practices .**

**The JIVE project builds upon the recommendations of the Policy Agenda for Volunteering in Europe (PAVE) and the opinion of the European Economic and Social Committee (SOC/431- EU Policies and Volunteering) and intends to deliver:**

- 1) A report on the current contribution and value of volunteers in the criminal justice systems in Europe for dissemination to relevant statutory and non-statutory organisations and European bodies, based on the creation and design of an electronic survey**
- 2) A best practice guide on volunteer recruitment, training and support, including a process map and volunteer training programme toolkit**
- 3) An evaluation of current practices in cross sector partnerships to include a report and recommendations for effective cooperation**
- 4) Cross sector seminars in partner countries to explore ideas and promote the use of volunteers in the CJS and regular e-bulletins outlining project developments**
- 5) A final conference in Bucharest, Romania, to promote and demonstrate the value of volunteers within the CJS and celebrate the successes of the project.**

(3) Scottish and Northern Irish organisations were not included in the study because Clinks' remit is England & Wales only.

# Work Methodology

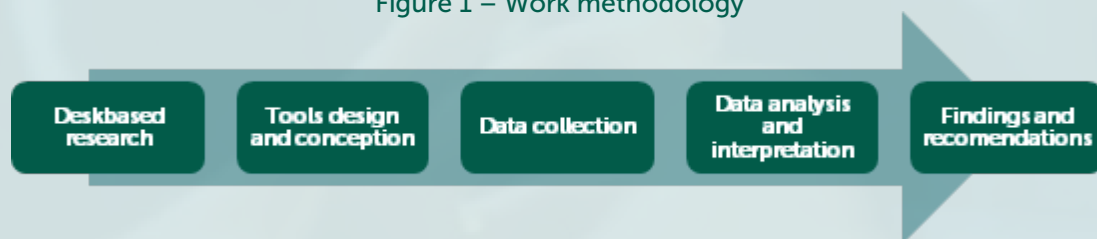
The results of the study are based on a 'one-shot' study design where a sample of volunteer programmes, mainly from the justice sector, are analysed according to predefined criteria.

The data collection strategy is multi-method, being supported by two complementary tools: an Evaluation Grid questionnaire that allows to evaluate programme performance in key volunteering parameters (partnerships, training, monitoring, supervision, evaluation, communication/dissemination, financial management) and foresees quantification and programme differentiation by means of an Evaluation Grid score and a Practice Exchange Framework tool, where more descriptive (qualitative) information is collected through a self-administered written interview.

A convenience sample was used. The suggestion was that JIVE partners selected a sample of volunteer programmes from within their country and that they would be scored on the Evaluation Grid (quantitative data). After that, the scores would allow us to differentiate between selected programmes, and a smaller sample of these (those that scored the highest in each country) would then participate in the Practices Exchange Framework (qualitative data).

The final sample for the study consisted of 47 volunteer programmes from which 24 participated in the Practices Exchange Framework process. The data collected was analysed by means of descriptive statistics (Evaluation Grid) and content analysis (Practices Exchange Framework), in pair with desk based research and literature reviews to produce the findings and recommendations that are now presented.

Figure 1 – Work methodology



There are some important points to note relating to the interpretation of the data. The CJS, at the European level, is both highly complex and relatively unexplored. Given such context, the investigation on which the data is based on is of an exploratory nature and has no intention of being anything other than an initial approach to a subject that needs further study. In this way, the data does not presume to fully represent the countries involved, and any extrapolation at a country level has been done merely as an indication. In the strictest sense, it is only applicable to the programmes and organisations that participated in the data collection. With this in mind, the implementation of the investigative design itself has led to some situations that may have limited, in some way, the study's development. For example, the meaning of some of the questions posed on the qualitative data collection tools were misunderstood, which in some cases may have led to ambiguous or non-standardised responses in some of the questions. When this has occurred it will be noted in the text.

# Partners engagement and organisation profile

The underlying idea of engaging a wide range of countries in the JIVE project served the purpose of:

- **Boosting the representativeness of volunteer programme designs in terms of evaluation quality**
- **Comparing different volunteering programme designs in the criminal justice sector across Europe, namely between northern and southern and east and west**
- **Creating the possibility for dissemination of a common 'Manual of Volunteering' and Good Practice across a wide range of partners**
- **Encourage better partnership working between voluntary, public and private/statutory sectors**

The engagement process of organisations were based on the following criteria:

- a) **Organisational experience in the field of justice**
- b) **Organisational experience in the field of volunteering**
- c) **Organisational experience and notoriety on research**



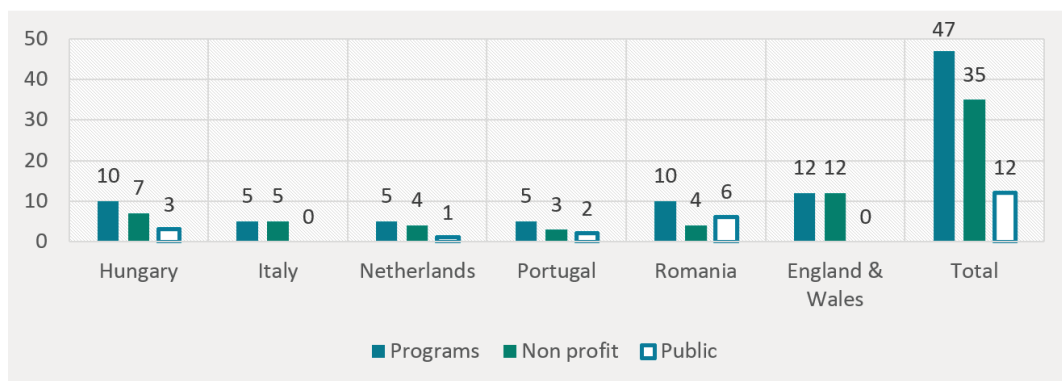
Aproximar asked JIVE partners to identify and engage relevant national volunteer programme delivery organisations with work done and expertise on volunteering in the CJS or other non-profit and public sectors. The idea was that the organisations could share practices and exchange experiences with the partnership in order to contribute to the design of a common framework in terms of volunteering programme design and volunteer training programmes. Besides that, it was also expected that the peer reviewing process and the critical perspective gained through the experience would also contribute to increased sustainability and sturdiness of the participating organisations' programmes.

The effort that JIVE partners placed in the process of identification and allocation of volunteer providers with experience in running volunteering programmes resulted on the engagement of 47 organisations, representing 6 countries across Europe: Hungary, Italy, Netherlands, Portugal, Romania and England & Wales.

Following this, the EG was used to evaluate the volunteer programmes in terms of several key factors on volunteering practices and methodologies. Through the Evaluation Grid, the selected programmes were appraised according to different parameters, including: partnerships, training, monitoring, supervision, evaluation, communication/dissemination and financial management. In each parameter, a quantitative assessment was made on each programme's performance, according to a pre-established value scale. The sum of those partial assessments supplied an overall score that allows us to differentiate between programmes.

The countries that gathered the most programmes were England & Wales (12), Hungary and Romania (10 each). Most volunteer programmes are run by non-profit organisations (74,5%), a tendency that is followed by every country represented, with the exception of Romania, where public organisations accounted for the majority of volunteering programmes (60,0%).

Chart 1 – Organisations/programmes per partner country and organisation type (N)

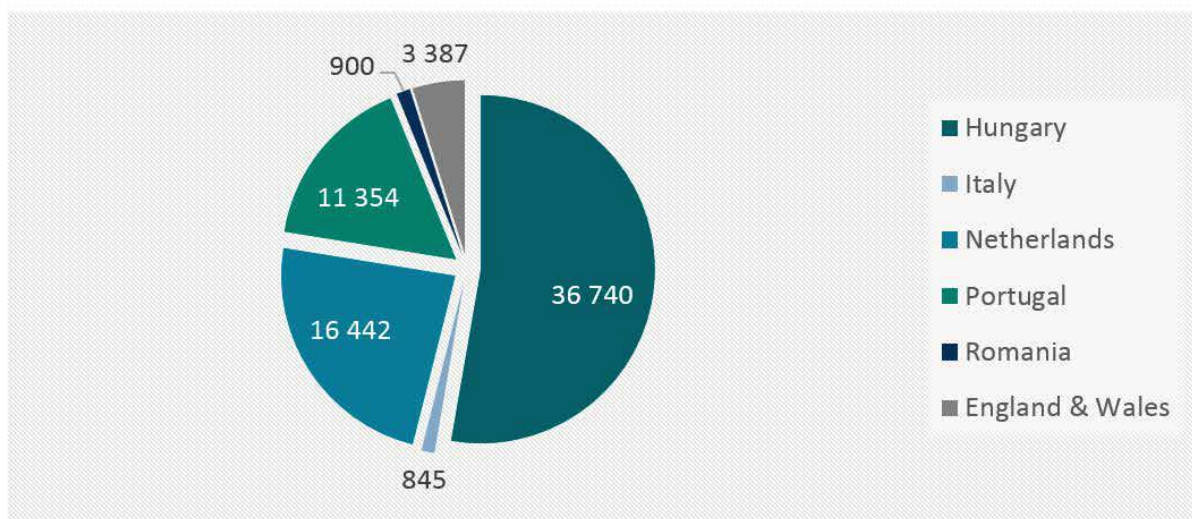


Source: Evaluation Grid, 2014

The research also showed that organisations hosting volunteer programmes work mainly in the social intervention and/or justice sectors (66,0% and 46,8%, respectively), with about a quarter of them (25,5%) working in multiple fields.

On the whole, the 47 participating organisations/programmes declared to have involved, so far, a total of 69.668 volunteers. Hungary was reported to be the country whose programmes involved the most volunteers, followed by the Netherlands. Nevertheless, this information should be taken with extreme caution, due to the fact that not all programmes used the same time frame to measure this data. This should be taken into account when applying again the EG, so that a reliable measure can be considered in terms of volunteer programmes size.

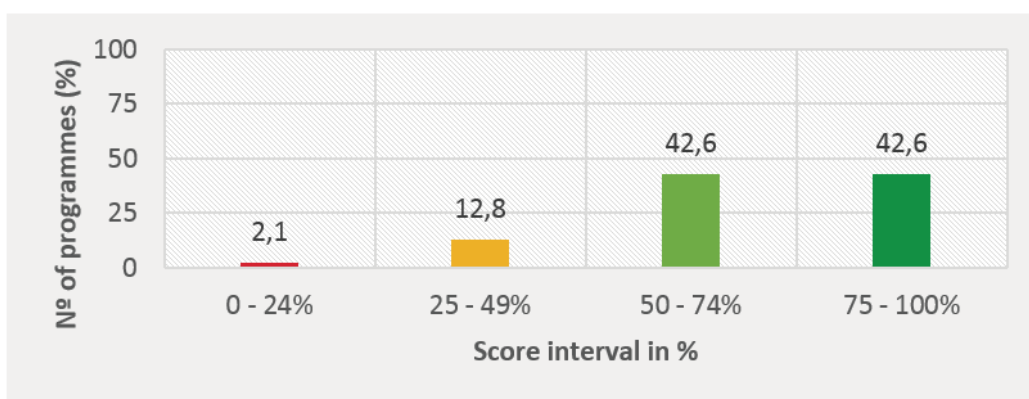
Chart 2 – Number of volunteers per partner country (N)



Source: Evaluation Grid, 2014

The Evaluation Grid data shows that the vast majority of referenced and evaluated volunteer programmes (please note from all the 47 programmes) have achieved an intermediate/good score (85,2%), fact that foresees a satisfactory performance level from the programmes in the selected evaluation parameters. This reality is in accordance with existing expectations, because, as said before, the programmes were selected by their superior performance within the context of their country.

Chart 3 – Volunteer programme Evaluation Grid scores (% of programmes)



Source: Evaluation Grid, 2014

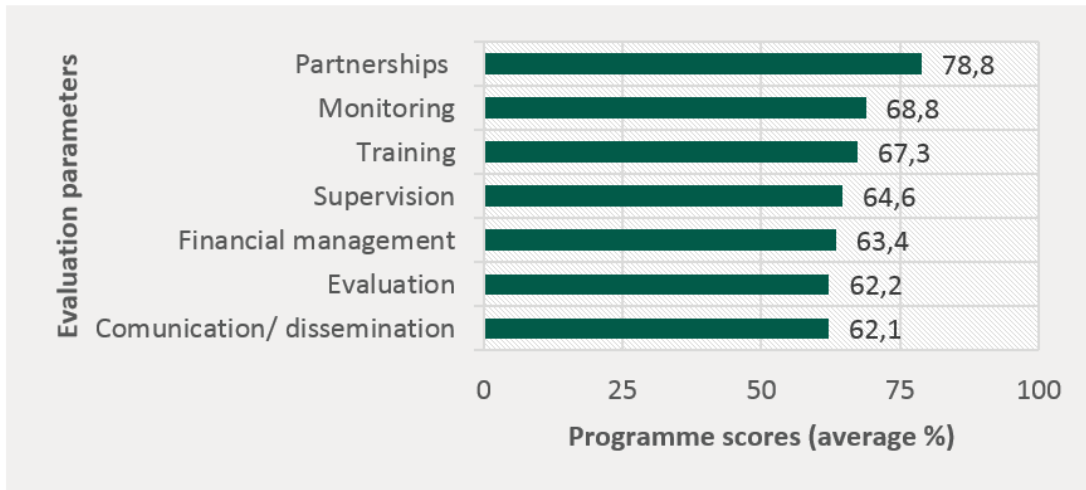
According to EG data, 42,6% of programmes scored between 75 and 100% (6) of the available score, while there is still, of course, much space for improvement for many actions. This is the space for which the exchange of practices and experiences may be relevant.

(6) This means that 42,6% from 47 programmes achieved scores between 75 and 100%



Interestingly, the detailed observation of the EG scores reveal that the programmes show a relative balance in their performance in almost all evaluation parameters, the exception being in the partnerships category where the scores were significantly higher (78,8%). On the opposite side, the communication/dissemination area seems to be the area where programmes may demonstrate a more limited performance (62,1%).

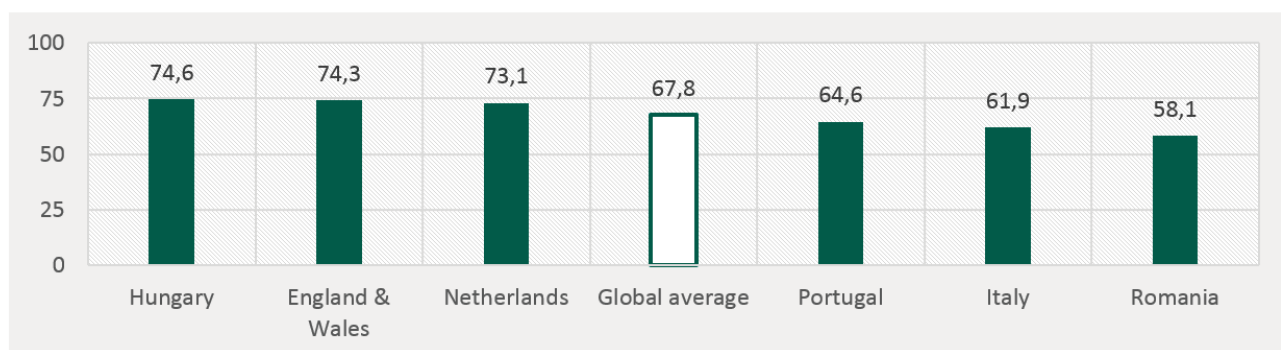
Chart 4 – JIVE Evaluation Grid scores, per evaluation parameter (%)



Source: Evaluation Grid, 2014

But if things are relatively balanced in terms of the selected evaluation parameters, a cross cut analysis per partner country shows that not all countries exhibit the same performance levels in terms of the methodological processes that underpin their volunteering programmes. From this viewpoint, Hungary, England & Wales and Netherlands present above average evaluation scores, while Portugal, Italy and Romania present lower scores that may indicate inferior performance levels.

Chart 5 – Country Evaluation Grid scores (country average %)

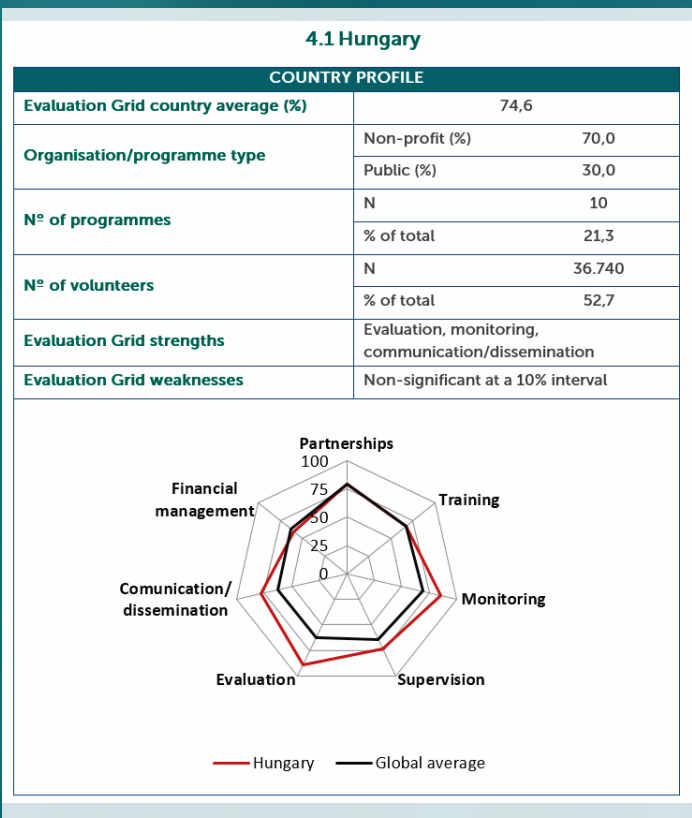


Source: Evaluation Grid, 2014

Observing individual countries EG scores average per evaluation parameter may give an insight to where they perform better in terms of their volunteer programme practices and methodologies; providing a valuable knowledge bank of expertise that might eventually be transferable between countries.

# Country Profiles

This section presents the EG scores for the participating countries, highlighting each country’s strengths and needs in terms of considered evaluation parameters. From such a perspective, it’s clear where countries can learn from one another, and that the exchange of knowledge and practice can be a valuable asset within the EU, in parallel with the safeguarding of each country’s cultural and historical approach to volunteering in the justice sector. Countries are presented according to evaluation grid score results (chart 5).



**Hungary** achieved the highest EG score of all countries, presenting relatively balanced results in all evaluation parameters. Within the country’s strengths, one has to highlight:

- **Evaluation (89,5%)**

Hungary is the country where evaluation practices seem to be more widespread and complex. Hungarian programmes generally mix ongoing evaluation with more structured and in-depth approaches given by initial and final evaluations.

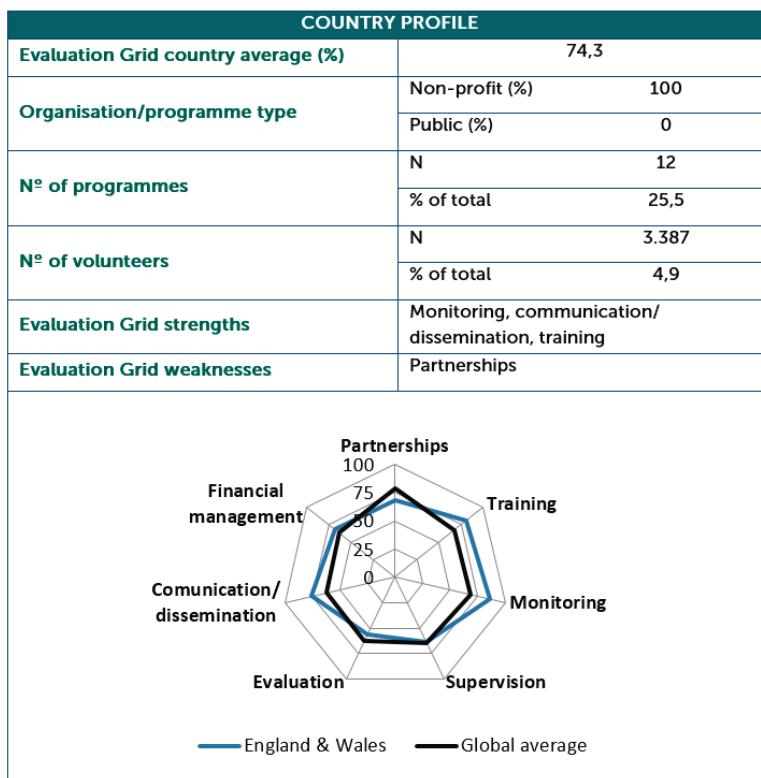
- **Monitoring (85,5%)**

Generally speaking, monitoring practices considered in the EG, like engagement activities, induction activities, tutorial processes and volunteer contracts are widespread among Hungarian programmes.

- **Communication/dissemination (78,0%)**

Hungarian programmes usually use recruitment advertisement as a communication strategy, and rely in results reporting and dissemination events for programme dissemination.

4.2 England & Wales



**England & Wales** is next in the EG score results, showing an above average performance in terms of volunteering practices and methodologies, in general. According to these results, strengths reside in monitoring, training and communication/dissemination.

• **Monitoring (85,8%)**

All programmes in England & Wales use volunteer engagement processes and volunteer induction activities. Most programmes use volunteer contracts, and more than half have tutorial processes.

• **Training (80,4%)**

All programmes in England & Wales assume there is ongoing training for their volunteers, and more than half also provide initial training programmes. Training is done in classroom settings, but some programmes use a blended approach.

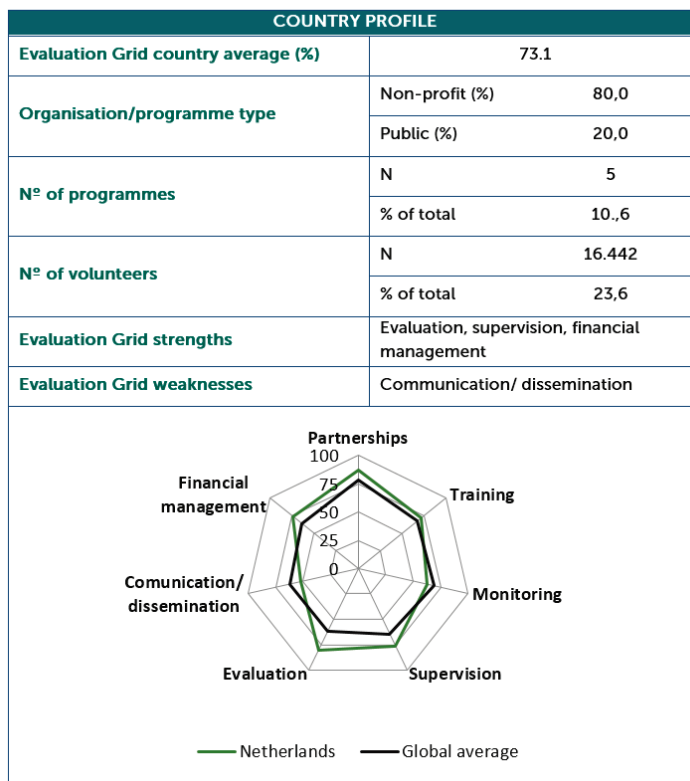
• **Communication/dissemination (75.8%)**

Communication strategies in England & Wales rely on recruitment advertisement; most programmes employed a person with responsibility for communications and/or promotion, and more than half organised dissemination events. They also have a strong emphasis on reporting results. In pair with strengths in selected areas, programmes in England & Wales show a significant performance deficit (in relative terms) in the partnerships area, the field where analysed programmes in general show better performance levels.

• **Partnership arrangements (67.9%)**

Partnership arrangements among organisations in England & Wales rely both on formal and informal arrangements (as appropriate).

4.3 Netherlands



The Netherlands show an above average performance in several evaluation parameters, namely evaluation, supervision and financial management.

• **Evaluation (80%)**

Programmes in the Netherlands generally mix ongoing evaluation practices with more structured and in-depth evaluation efforts, whether initial, intermediate and/or final evaluations.

• **Supervision (76%)**

All Dutch programmes we measured have face to face volunteer supervision, and more than half combine this with online supervision. Supervision is firstly conducted both internally and externally to programmes.

• **Financial management (74%)**

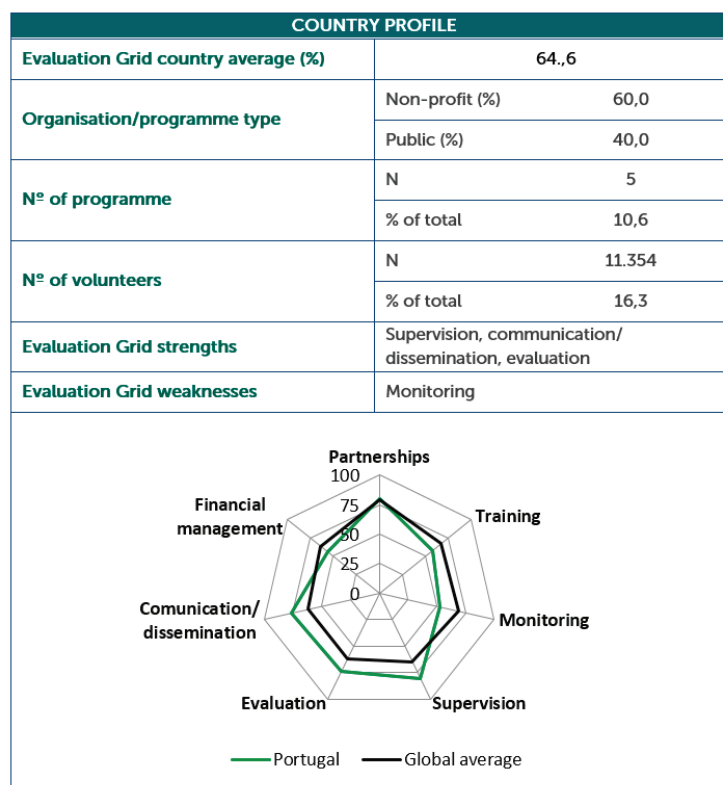
The Dutch programmes are generally financed both by their supporting organisation as well as other funding sources, whether sponsorships or other.

The Netherlands’ EG results have been more limited as far as communication/dissemination goes, on which they scored less well.

• **Communication/dissemination (52%)**

More than half of programmes in the Netherlands usually don’t advertise recruitment opportunities, nor do they have a promotion manager or engage in dissemination events.

## 4.4 Portugal



In general terms, **Portugal** stands right below average in EG global scores. Nevertheless, Portuguese programmes show significant performance strengths in several areas.

- **Supervision (80%)**

Portuguese programmes pay special attention to supervision issues, providing most of the times mixed supervision approaches that combine internal and external supervision, as well as face to face and online supervision strategies.

- **Communication/dissemination (76%)**

The majority of Portuguese programmes consider promotion managers, results reporting and dissemination events in their communication and dissemination practices. More than half recruit through advertisement.

- **Evaluation (74%)**

Generally speaking, Portuguese volunteer programmes mix ongoing evaluation procedures with other evaluation moments (whether initial, intermediate or final evaluations) that are prone to a more in-depth analysis.

But if supervision and evaluation practices seem to be two of the main areas where Portugal performs best, the country's programmes don't seem to encompass monitoring procedures the same way.

- **Monitoring (53%)**

More than half of programmes in Portugal present the use of engagement processes and contracts for their volunteers, but fewer programmes conduct induction activities or tutorial processes that could perhaps facilitate volunteer's initiation.



## 4.5 Italy

COUNTRY PROFILE		
Evaluation Grid country average (%)	61.9	
Organisation/programme type	Non-profit (%)	100
	Public (%)	0
N° of programmes	N	5
	% of total	10,6
N° of volunteers	N	845
	% of total	1,2
Evaluation Grid strengths	Partnerships, financial management	
Evaluation Grid weaknesses	Monitoring, supervision, evaluation, communication/ dissemination	

Parameter	Italy (%)	Global average (%)
Partnerships	100	~75
Financial management	90	~65
Training	~65	~50
Monitoring	54	~40
Supervision	38	~25
Evaluation	~25	~15
Communication/dissemination	~15	~10

While **Italy** performs very well in some aspects considered in the evaluation tool, like financial management and partnerships, it's programmes' performance in other evaluation parameters is less developed or in some cases inexistent.

- **Partnerships (100%)**

Italian programmes use a combination of formal and informal partnership arrangements, which seem to be robust and long term oriented.

- **Financial management (90%)**

Programmes in Italy use mixed sources of funding, combining organisation funding with sponsorships, which may avoid scenarios of excessive funding dependency from a single source.

But, as said, if Italy performs significantly above average in some evaluation parameters, others like monitoring, supervision, communication/dissemination and evaluation have registered lower scores.

- **Monitoring (54%)**

More than half of Italian programmes usually conduct volunteer engagement processes and preview volunteer induction activities, but fewer programmes contemplate tutorial processes and none of them seem to encompass volunteer contracts.

- **Supervision (38%)**

Due to missing values on Italian Evaluation Grids, it's not possible to draw clearer conclusions on this evaluation parameter. One thing that can be said is that, when present, supervision is exclusively carried out face to face settings, with little emphasis on using tools such as Skype for example.

- **Communication/dissemination (24%)**

Italian volunteer programmes don't focus on recruitment campaigns, nor do they employ a role to manage promotion. On the dissemination side, although they frequently engage in dissemination events, they don't appear to pro-actively report their results.

- **Evaluation (9%)**

Programmes in Italy did not report undertaking any evaluation. When they review evaluation exercises, they are mostly initial evaluations, which means that they don't use evaluation as a mean from improvement (via ongoing evaluations or intermediate exercises) nor measure the programme's outcomes and impacts (via final evaluations).

#### 4.6 Romania

COUNTRY PROFILE		
Evaluation Grid country average (%)	58.1	
Organisation/programme type	Non-profit (%)	40
	Public (%)	60
N° of programmes	N	10
	% of total	21,3
N° of volunteers	N	900
	% of total	1,3
Evaluation Grid strengths	Non-significant at a 10% interval	
Evaluation Grid weaknesses	Partnerships, financial management	

Parameter	Romania	Global average
Partnerships	~25	~75
Training	~50	~50
Monitoring	~50	~50
Supervision	~50	~50
Evaluation	~50	~50
Communication/Dissemination	~50	~50
Financial Management	~25	~75

Lastly **Romania** shows an average performance level in several evaluation parameters considered in the EG, like communication/dissemination, monitoring or evaluation, whilst in other areas the country's score is more limited. The case is more visible on partnerships arrangements and, specially, financial management.

- **Partnerships (59%)**

Romanian volunteer programmes rely mainly on formal partnership arrangements, and do not engage in informal partnerships to support their work.

- **Financial management (32%)**

More than half of programmes in Romania use funding from other sources than sponsorships or organisations sources, which may indicate a high degree of dependency on external funding. While that may be the case, it is also true that the public sector deliver the majority of Romania's volunteer programmes (60%), this may explain the results, because they will be funded directly by the government.

In summary, the following table sets a direct country comparison in terms of volunteer programme practices strengths and weaknesses, highlighting where each country can improve their performance.

Table 1 – Countries' strengths and weaknesses per country and evaluation parameter

EVALUATION GRID PARAMETERS	COUNTRIES					
	ENGLAND & WALES	HUNGARY	ITALY	NETHERLANDS	PORTUGAL	ROMANIA
Partnerships	✘	=	✓	=	=	✘
Training	✓	=	=	=	=	=
Monitoring	✓	✓	✘	=	✘	=
Supervision	=	=	✘	✓	✓	=
Evaluation	=	✓	✘	✓	✓	=
Communication/ dissemination	✓	✓	✘	✘	✓	=
Financial management	=	=	✓	✓	=	✘

✘ Below average = Average ✓ Above average

# Practice Exchange Framework Results

The Practice Exchange Framework tool is designed to provide additional information on volunteering programmes practices and methodologies. In practice, the tool is almost exclusively composed by open-ended questions, whose objective is to clarify the programmes' best practice regarding diverse key sector themes, namely:

- Programme planning and needs evaluation
- Volunteer engagement
- Volunteer induction training
- Volunteer orientation/support
- Supervision and evaluation

For this purpose, 24 volunteer programmes were selected to participate in the Practice Exchange Framework exercise areas according to their rating in the previous exercise. The result presents a more detailed understanding of how programmes operate, as well as first-hand information on best practice that could be transferred among organisations across Europe.

The data collected was analysed through content analysis techniques, by which the data was categorised and quantified, whenever possible and appropriate. The resulting categories are presented in the following table below.

Table 2 – Practice exchange framework, evaluation dimensions and categories

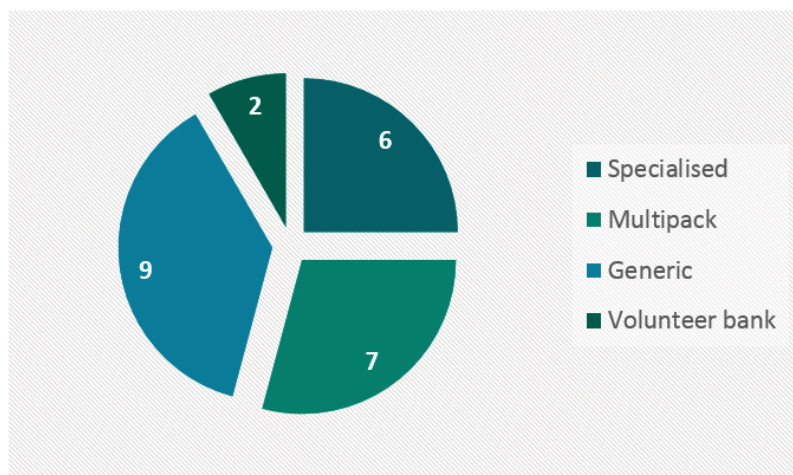
<b>Programme planning and needs evaluation</b>	<b>Intervention Type</b>	Specialized
		Multipack
		Volunteer bank
		Generic
	<b>Planning</b>	Embedded
		Reactive
		crystallised
	<b>Work strategy orientation</b>	Goal oriented
		Target group oriented
		Institutional/process oriented
	<b>Needs evaluation</b>	Goal focus
		Integrated focus
Open focus		
<b>Volunteer engagement</b>	<b>Communication channels</b>	Direct marketing
		Word of mouth
		Networking
		Media Advertisement
		Volunteering channels
	<b>Communication management</b>	Dedicated
		Generic
	<b>Application screening</b>	Personal interview (initial)
		Screen training/observation period
		Work assignments/tests
Group interview/discussions		
		Personal interview (final)
<b>Volunteer induction training</b>	<b>Support materials</b>	Programme or volunteer workbook, manual or guide
		Informative/training hand-outs
	<b>Contents</b>	Volunteering/mentoring concepts, practice and ethics
		Intervention theory, methods and techniques
		Justice/legal/social services information and protocol
		Programme/organisation information
		Target group behaviour/ problems/ needs
	Personal and interpersonal/ social skills	
	<b>Training methods</b>	Presentations/lectures
		Case studies
		Role-plays/simulations
		Discussions/debating/brainstorming
		Video/film screenings
		Group works
		Visits
Questions and answers		
Observation		
Games		
		Presentations/lectures
<b>Volunteer orientation/support</b>	<b>Volunteer support</b>	Travelling costs
		Staff/group support
		Meals
<b>Supervision &amp; evaluation</b>	<b>Supervision process</b>	Individual supervision meetings
		Group supervision meetings
		Written reports/documents
		Informal
		Staff case discussions
		Phone or email
	<b>Evaluation type</b>	Beneficiary satisfaction based
		Mixed methods evaluation
		Quasi-experimental design
		Experimental design
		None



## Programme planning and needs evaluation

The organisations that participated in the Practice Exchange Framework carry out different strategies regarding the way they work. While it's true that more than half of them act almost exclusively in the justice sector (54.2%), when it comes down to the type of answer they provide within their field of work, one finds significant variation among organisations. According to the Practice Exchange Framework data, some organisations focus on several aspects of service delivery in the sector (they contemplate a multipack answer, 7 cases), while others perform specific, specialised, interventions (6). An example of a multipack organisation type is Prison Fellowship, from the United Kingdom, who supports offenders pre-release and post-sentence, providing different programmes to acknowledge the beneficiary's often multiple needs. Romania's Foundation for Promoting Community Sanctions, on the other hand, focuses on a specialised intervention, implementing a programme where community service can be carried out in a safe environment.

Chart 6 – Practice Exchange Framework organisations intervention type (N)



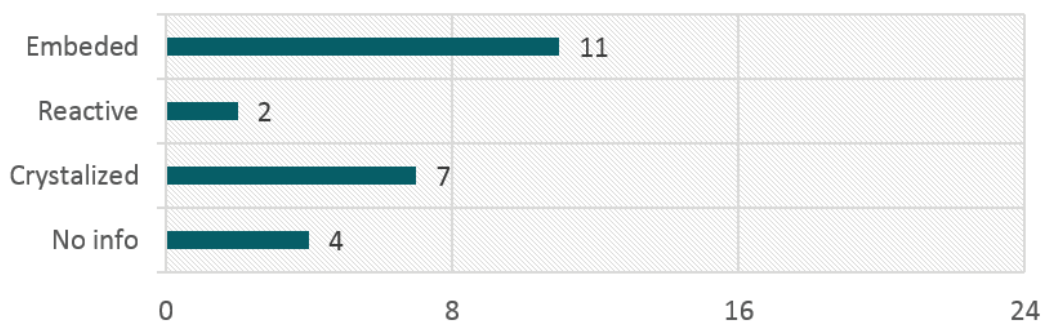
Source: Practices Exchange Framework, 2014

Around 40% of the Practice Exchange Framework respondents work in fields other than criminal justice (here called generic, 9 cases). Significantly or not, a cross-country analysis shows that countries with a better EG performance tend to have more justice sector related organisations, and fewer generic ones. The exception to the rule is Romania, whose organisations are all sector dedicated. An example of a generic organisation is Italy's Caritas Diocesana di Cagliari, which works in several areas linked to social services and volunteer work. Many organisations seem to have a flexible and organic approach to addressing service user need; conducting planning processes regularly and adjusting them to emerging needs and contexts (11 cases). They show that they have highly internalised planning procedures, well suited to a fast paced and changing environment. One example of this approach to planning is given by PACT based in the UK, an organisation that assumes revision and change as a natural part of its work settings, whether at the project level, or as a work tool.

**At the early stages of a project award we look at what the aim of the project is and attempt to build in the necessary resources from an early stage. However if there is an unforeseen need for an additional resource we regularly meet as a team and review systems and processes, therefore at one of these meetings we would discuss what extra resources are needed. If there is a strong business case we will add the additional resource. (...) The mentees & mentors then meet in the community (or relevant location) to fulfil their goals. The mentors submit their contact logs to the volunteer coordinator to keep them up to date with the progress of the relationship. This process was devised over a series of meetings between the team where we piloted a way of working and then came back together to review how it worked. We sort feedback from all our stakeholders on the process and made changes based on this. The development of our processes is a continuous cycle." (PACT, Practices Exchange Framework, 2014)**

As said, this seems to be the case for many organisations/programmes, but the data also shows that a significant amount of cases (7) may not change their initial way of working, regardless of new circumstances that may arise. These are organisations that are set in their conventional way of doing things and do not embrace change easily. This crystallisation, if real, may downgrade the organisations overall performance in achieving their goals.

Chart 7 – Practice Exchange Framework organisations planning type (N)



Source: Practices Exchange Framework, 2014

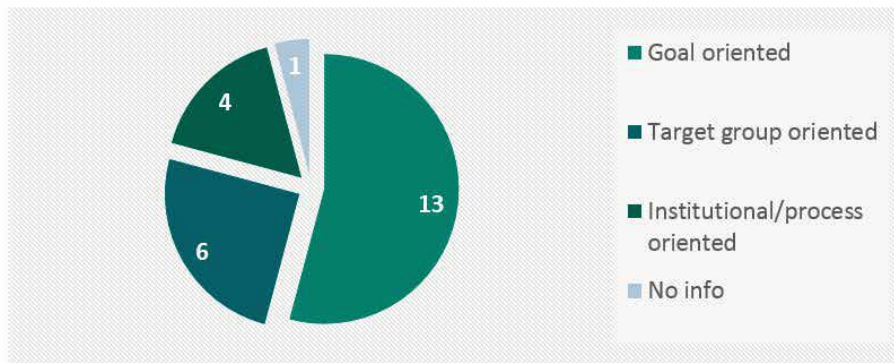
It’s a fact that most programmes appear to be focused on defined goals, namely those related to justice affairs (13). Some goals are defined in a more clear and concise manner, like Hungary’s TAMOP programmes that try to “support the target group in reintegration both in the social field and the labour market, and to decrease the risk of re-offending”, while others are formulated more vaguely, like Portugal’s Olhar com Saber, that tries to achieve community promotion and development on a family and social perspective(7). Italy’s programmes are all goal oriented.

(7) Author’s translation.

But if this is true for most programmes, there is also a significant part of interventions (6) that are more oriented by a specific target group, who's needs they attend to independently of the definition of a specific goal. This is the case, for instance, of Netherland's Gevangenzorg Nederland, which focuses on supporting the inmate population in a general fashion. What characterises these programmes is that what's more important is to support the target group, independently of the nature of needs they present.

Yet another type of programme operates in a more institutional/process oriented fashion (4) in this regard. This is the case of Romanian programmes, which seem to focus on supporting the justice systems' regular work or in activities/processes, and the benefits for volunteers, than on goals or target group needs. One factor that may account for this is the fact that these are programmes that are promoted by public institutions, or related, to the Romanian justice sector.

Chart 8 – Practice Exchange Framework - programmes' work strategy orientation (N)



Source: Practices Exchange Framework, 2014

The risk of developing strategies without a clearly defined goal is that the programme may lose focus of what is trying to achieve, and that the use of resources does not result in the desired outcomes.

According to the planning and strategic arrangements that they have, the Practice Exchange Framework programmes often addressed the question of needs evaluation differently.

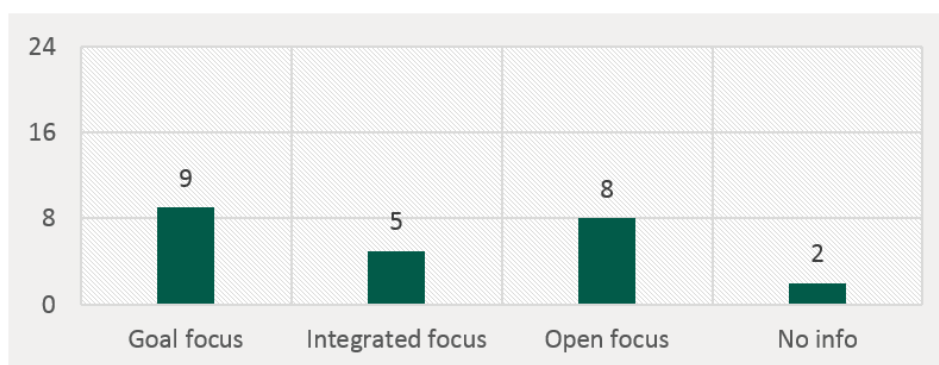
Some programmes are goal focussed, that is to say the needs that they address are inextricably entwined with a clearly defined goal pursued by the programme (9). This is the case of The Koester Trust's Arts Mentoring Programme, based in the UK, which emerged from the identified need to enable people in prison to continue their interest in the arts after release, and reduce the likelihood of re-offending:

**There was lots of anecdotal evidence that offenders who have taken part successfully in the arts while in prison fully intend to carry on when they are released, but in practice fail to do so. Like many other positive habits and plans made in custody, arts activity often gets lost in the difficult transition back into life on the outside. There was also a lot of research evidence that ex-prisoners are more vulnerable to re-offending if they are unemployed, socially isolated, homeless or using drugs. Participation in the arts can lead to employable skills, high self-esteem, collaboration with others and a feeling of purpose in life. So it makes sense that, if artistically inclined prisoners can be supported to keep up their creative interests after release, this will not only sustain their involvement in the arts, but also have wider benefits for them and for others, potentially breaking a cycle of re-offending. (The Koestler Trust, Arts Mentoring Programme, Practice Exchange Framework, 2014)**

Other volunteer programmes have an open focus. They show no clear definition of a pursued goal, nor they attend to a defined set of identified needs, but they address the needs that arise in the context in which they operate, whatever the nature of needs themselves (8). Once again, the Prison Fellowship in the UK is a good example of this type of programme, basing their responses in the needs that emerge from the individual prisons where they intervene.

Finally, about 20% of programmes focus on the identified most prevailing needs in the context in which they work (integrated focus, 5 cases). This is the case of NECA Recovery Ambassadors, based in the UK, whose work covers all aspects of service delivery in what concerns the support of people in recovery.

Chart 9 – Practice Exchange Frameworks organisations' needs evaluation process (N)

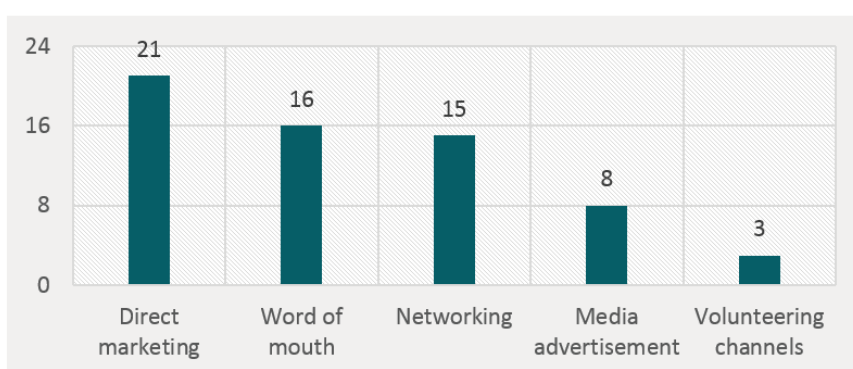


Source: Practices Exchange Framework, 2014

## Volunteer engagement

Most of the organisations that participated on the practice exchange framework use multiple communication channels to organise recruitment. On average, each organisation uses at least two different channels, with the exception of English and Welsh organisations, that often use more (3-7 on average). The most frequently used channels are, by far, direct marketing (21) followed by word of mouth (16) and networking (15). Only a third of organisations employ media advertisement as a recruitment channel (8) and only organisations based in England and Wales refer the use of specific volunteering channels, namely local volunteer centres and volunteer web portals, although these also exist in Germany and Netherlands.

Chart 10 – Practice Exchange Framework programmes’ engagement communication channels (N)



Source: Practices Exchange Framework, 2014

Management of recruitment communication channels varies between programmes. In some cases the responsibility is given to the programme coordinator, volunteer coordinator or even to experienced volunteers (generic, 9), while in other cases the responsibility lies in the realm of a dedicated communications department or manager (8). According to Practice Exchange Framework results, the most important channels of communication for recruitment are word of mouth, social networks/Facebook and website advertisement. Some institutions also say that one effective strategy in recruiting volunteers is to present cases studies or stories of change promoted by the programme.

When applying for a volunteer position, possible candidates generally register online (website applications or email, 14), or by telephone (8) or personal contact in the organisation’s premises (6). The application is usually formalised through an application form, package or dossier.

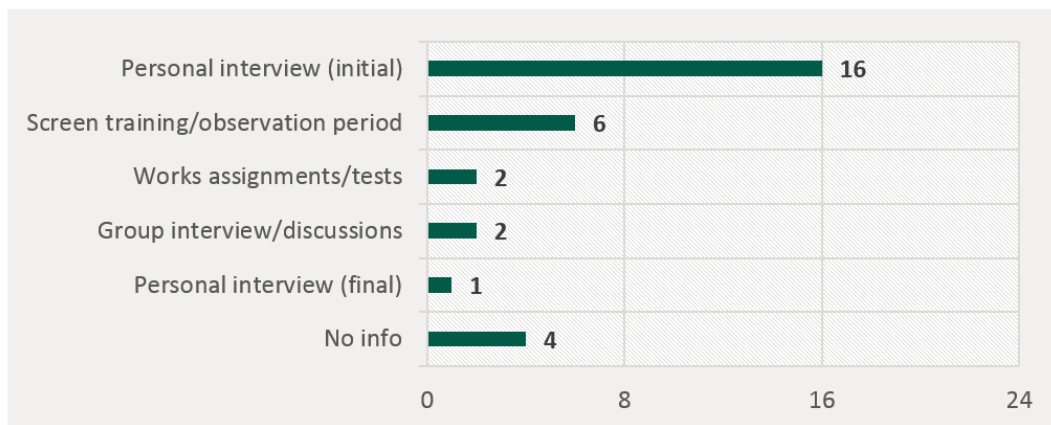
Following the application, all volunteer programmes have an initial screening process to assess minimum requirements of the applications. Afterwards the process usually proceeds with an interview (17),

which in most cases is individual (16). Other screening practices, less common, may include short training or observation periods (6), work assignments/tests (2) or even a final interview (1). In most known cases, the responsibility of volunteer selection lays in a single person (11), generally a team or programme coordinator, supervisor or director, although in some of these cases the decision of selection may involve the participation of other parties (3).

(8) The service was won and taken over by org called Lifeline - <http://www.lifeline.org.uk>



Chart 11 – Practice Exchange Framework - programmes’ application screening moments (N)



Source: Practices Exchange Framework, 2014

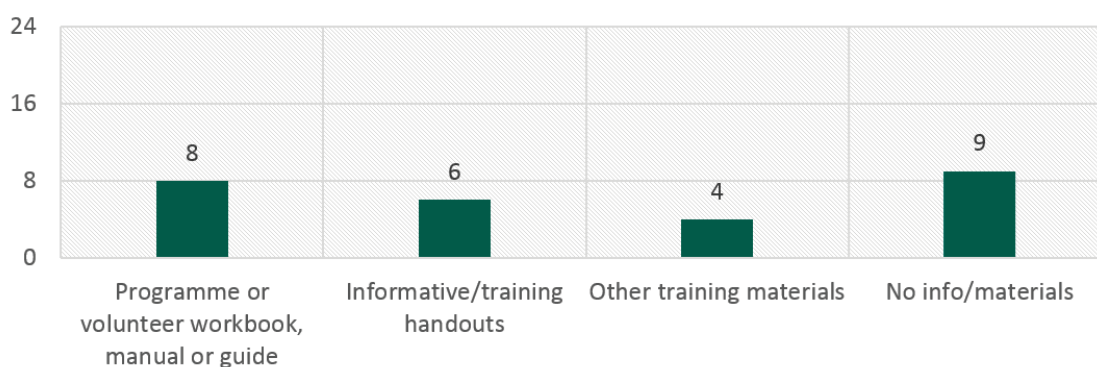
Finally, after the selection process, the placement of volunteers to their workplace is generally accompanied by the designation of a local supervisor, who oversees the volunteer activity. Role descriptions tend not to exist, and only a few programmes appear to engage in a matching process between designated volunteers and placement agencies (two cases).

### Volunteer induction training

The majority of volunteer programmes that participated in the Practice Exchange Framework have some kind of formal induction training suite involving new volunteers (21). This is a positive feature, but it also means that there are programmes that don’t run this type of initiative, or do so in a highly informal manner.

Among the programmes that do run formal induction training for new volunteers many seem to elude the use of training support materials (9 programmes). Between those that use these materials, the preference goes to a programme or volunteer workbook, manual or guide (8 cases) or to informative/training hand-outs (6). On the great majority of cases, neither the training programme nor the training materials are accredited or certified (16).

Chart 12 – Volunteer induction training support materials (N)



Source: Practices Exchange Framework, 2014

Whether they develop more formal and structured induction training actions, or more informal, ongoing and on the job training approaches, programmes frequently focus their training efforts in contents like: volunteering/mentoring concepts, practice and ethics (13), intervention theory, methods and techniques (11), justice/legal/social services information and protocol (11), and programme/organisation information (9).

Chart 13 – Volunteer induction training contents (N)



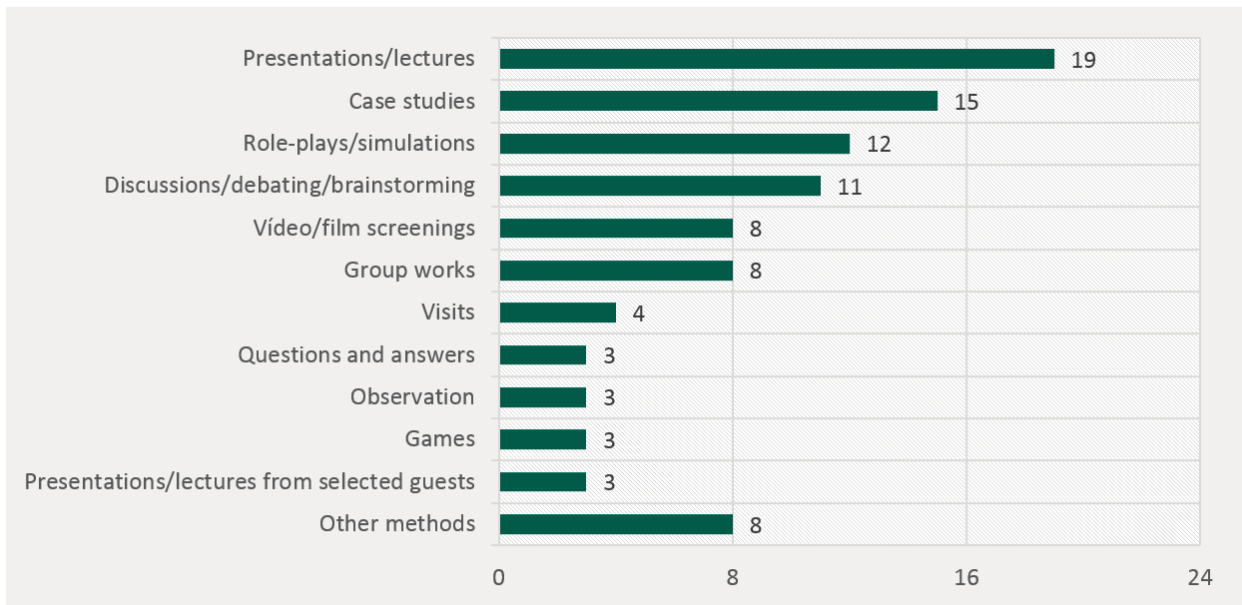
Source: Practices Exchange Framework, 2014

Programme contents seem to vary slightly between countries. Themes regarding volunteering/mentoring concepts, practices and ethics appear to be more common in England & Wales, Netherlands and Portugal than in other countries; intervention theory, methods and techniques seem to be more frequently approached in Romania, Portugal and England & Wales; justice/legal/social services information and protocol is a most recurrent theme in Hungary, England & Wales and Romania.

In what concerns the induction-training format, the informal training is done on the job (3 cases), while the formal training is mainly carried out in classroom settings (16) or, in some cases, in blended mode, mixing the classic classroom format with online support (5 cases). Italian and Romanian programmes don't present cases of online training actions and there are no cases of training carried out exclusively in online mode.

Given this scenario, the most common type of training method in the formal training situations are presentations/lectures (19 programmes), case studies (15), role-plays/simulations (12) and discussions/debating/brainstorming (11). Countries like England and Wales, Romania, Hungary and Italy use a wider array of teaching methods compared with the Netherlands or Portugal where the average number of methods used is less.

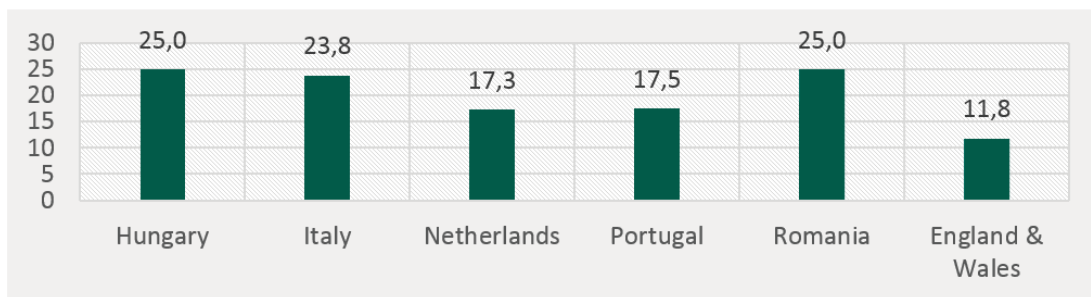
Chart 14 – Volunteer induction training methods (N)



Source: Practices Exchange Framework, 2014

Regarding the trainer profile, the evaluated programmes value trainers that have strong knowledge/experience on the training subjects (9 programmes) as well as knowledge/experience in training/teaching positions (7). Other characteristics sought include: trainer certification/accreditation (5), formal qualifications in the subject matter (5) and soft skills/social skills (3).

Chart 15 – Volunteer induction training n° of trainees average by country (%)



Source: Practices Exchange Framework, 2014

On average induction training events usually last up to three days and take up to a maximum of 30 hours. The average number of trainees, in the programmes is approximately 18 people. This average is lower in Portugal (17.5%), Netherlands (17.3%) and, specially, England & Wales (11.8%), than in other countries.

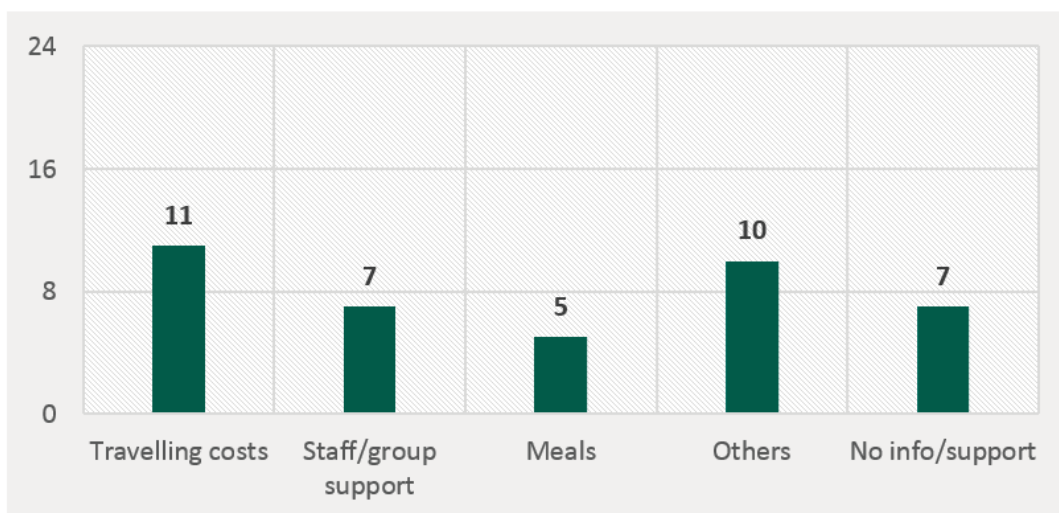
## Volunteer orientation/training

According to the EG data, most volunteer programmes make use of volunteer contracts (70.2%), a tool that is prone to facilitate volunteer placement in the workplace. Besides that, the Practice Exchange Framework suggests that, although less common, the programmes also use other methods, including the assignment of a supervisor/mentor in the workplace (8), staff presentation (5), volunteer-client relation monitoring by the programme's organisation (4), or a probation/trial period (4).

Most programmes present monitoring procedures regarding tracking of volunteer progress. The more frequent procedures for the task are regular supervision/monitoring/evaluation meetings (14 cases) and documents, reports and form fillings (10 cases). As for the regularity of monitoring procedures, in 33.3% of cases the monitoring events occur at least every two months, although the lack of information on this variable doesn't allow too much accuracy on this claim. Italy seems to be the country where monitoring procedures are less common.

Lastly, in what relates to volunteer orientation/support, the majority of programmes present some kind of backup for volunteers, during their daily work. Most frequently, this support is directed at covering travel expenses (11 programmes) or, in fewer cases, meal expenses (5). In other cases, volunteer support initiatives may take the form of counselling and advising events, generally lead by staff, peer group or external support (7 cases). Around 30% of programmes don't offer any type of support to volunteers, namely those situated in Portugal (3 cases) and Italy (3 cases).

Chart 16 – Volunteer support (N)

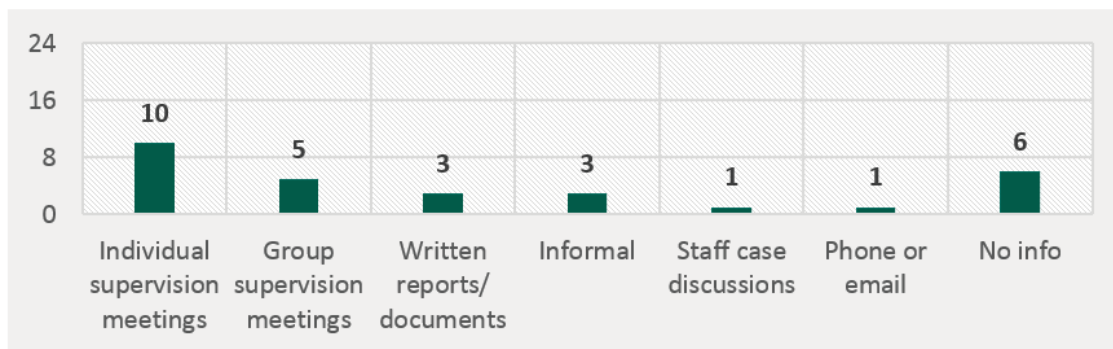


Source: Practices Exchange Framework, 2014

## Supervision & evaluation

The Practice Exchange Framework show that volunteer programmes usually rely on supervision meetings, where promoters oversee the volunteer’s work. These meetings are generally held individually (10 cases), although some of organisations engage in-group supervision meetings (exclusively or in a complementary fashion, 5 cases). In many instances, the supervision role is attributed to programme leaders, course instructors or voluntary tutors (10 cases), if not, the responsibility usually falls in the hands of the programme staff (4 cases). On the other hand, three programmes declared to have only an informal kind of supervision, without structured moments or specific tools. In a similar fashion, 75% of the total number of programmes (18 cases) didn’t give information about the frequency in which their supervision processes take place, which might indicate the degree of informality may be higher than declared.

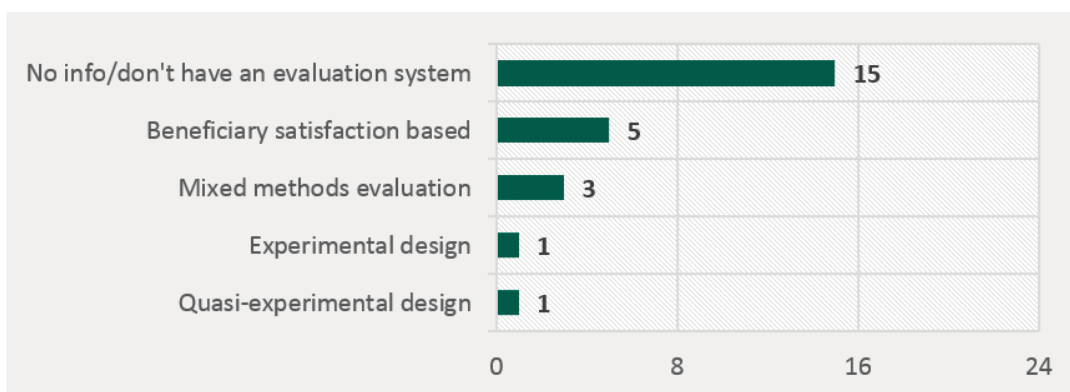
Chart 17 – Practice Exchange Framework programmes’ supervision procedures (N)



Source: Practices Exchange Framework, 2014

As for evaluation, a great amount of programmes didn’t supply information on their evaluation system, or said that they didn’t have one in place (15). Between those that do have one, the system is based on client/beneficiary satisfaction (5) or, in fewer cases, in more complex and robust designs. In this area, if the EG data has shown that Hungary is the country where evaluation is more present, in terms of the timeframes, Portugal and England & Wales are the countries where programmes may encompass more robust evaluation procedures, including mix methods evaluations and quasi-experimental and experimental evaluation designs.

Chart 18 – Practice Exchange Framework programmes’ evaluation procedures and designs (N)



Source: Practices Exchange Framework, 2014



# Volunteer Programme Analysis Highlights

**According to the evaluation parameters selected for the study, the majority of volunteer programmes assessed show a positive global performance in terms of volunteering related practices and methodologies. Programme performance seems to be better at the partnership arrangements level, while areas like communication and dissemination appear to be less developed.**

**According to the study results, the best communication strategy for volunteer recruitment lies in a mix of informal word of mouth, networking through social media, and direct marketing via website advertising. Nevertheless, there are programmes that still rely only on informal advertising practices and where responsibility for recruitment is left vague and/or unvalued.**

As for dissemination, some do not report on results, whereas others do not preview programme dissemination strategies. This information is relevant if one thinks that the presentation of programme cases in the form of case studies or stories are considered by some as a very effective way to attract potential volunteers.

In what concerns programme planning, best common practices relate to a flexible and on-going planning approach that is highly responsive to a fast changing environment (embedded planning). The focus is on clearly defined goals and outcomes, with a strong linkage to specific target group needs. Although this is true for a very significant number of programmes, other cases seem to have more rigid planning procedures, and a strong focus on emerging needs and processes, features that in the long run may downgrade a programme's effectiveness and efficiency.

Volunteer training is the third EG parameter with the highest score, just after monitoring procedures. Yet some programmes don't have training programmes in place for their volunteers, and many of them do not use any training support materials during the training events they held. As far as training content goes, recurrent themes are volunteering/mentoring

concepts, practice and ethics, intervention theory, methods and techniques, justice/legal/social services information and protocol and, finally, programme/organisation information. The training should be presented in a multi-method fashion.

The majority of programmes use volunteer contracts, but in most cases there doesn't seem to exist any responsibilities and activities description materials to guide volunteer placements and it seems to be rare for programmes to engage in matching processes between volunteers and service users. Many programmes don't provide any type of substantial economic or material support for volunteers. Finally, according to Practice Exchange Framework results, many volunteer programmes seem to shy away from formal evaluation and, between those that use evaluation, the main evaluation design is beneficiary satisfaction based. In this regard, if we are to fully understand the impact of volunteering in the justice sector or other, and if knowledge is to be used for improving programme development, then evaluation should be more widespread, frequent, and implemented with more thorough designs. Based on the research findings, the following table presents a set of best practice for the different components of volunteer programmes

Table 3 – Volunteer programme best practice

<b>Programme planning and needs evaluation</b>	<b>Planning</b>	Embedded planning and goal orientation
<b>Volunteer engagement</b>	<b>Communication channels</b>	Multi-method communication strategy, including word of mouth, social media networking, and website advertising. Case studies presentation.
	<b>Application screening</b>	Multi-method, including individual interviews, training and observation periods and tests and/or work assignments
	<b>Volunteer engagement</b>	Match process between volunteer and deployment institution, job description materials and designation of a local supervisor
<b>Volunteer induction training</b>	<b>Support materials</b>	Programme or volunteer workbook, informative/training handouts
	<b>Contents</b>	Volunteering/mentoring concepts, practices and ethics; intervention theory, methods and techniques; justice/legal/social services information and protocol; programme/organisation information
	<b>Training methods</b>	Formal training, blended mode using multi-method training approaches, including presentations/lectures, case studies, role-plays/simulations and discussions/debating/brainstorming
	<b>Trainer profile</b>	Knowledge/experience on the training subjects and knowledge/experience in training/teaching positions
<b>Volunteer orientation/support</b>	<b>Volunteer orientation</b>	Volunteer contract, assignment of a local workplace supervisor, initial staff presentation, organization monitoring and probation/trial period
	<b>Monitoring practices</b>	Monitoring meetings; documents, reports and form fillings
	<b>Volunteer support</b>	Travel and meal expenses; staff/group support
<b>Supervision &amp; evaluation</b>	<b>Supervision process</b>	Formal supervision procedures, via supervision meetings and document/report filling
	<b>Evaluation type</b>	Formal and robust evaluation, including satisfaction based evaluations and mix-method, quasi-experimental and experimental evaluation designs

# Recommendations

Based on the study's results, action is recommended in improving the following areas:

- **Volunteer programmes**
- **Partnership working**
- **Research**
- **Policy**

## AT THE VOLUNTEER PROGRAMME LEVEL

1. To promote the introduction of results based planning approaches, focusing programme and programme management on clearly defined medium and long term outcomes that effectively empower social change
2. To facilitate volunteer deployment, engaging in match processes between volunteers and deployment agencies and developing deployment support tools that can increase efficiency, such as, for instances role descriptions
3. To adopt formal volunteering induction training practices, focused on selected content, themes, and sustained by a mixed methods training approach with dedicated support materials
4. To develop a training curriculum and programme (9) for volunteering induction practices, based on well-tested contents and training methods, and to support the development of a CJS volunteer trainer profile
5. To define a formal supervision minimum standard to ensure that all volunteers have some peer or professional support and using it to extend the volunteering life cycle
6. To adopt a more robust monitoring and evaluation approach, moving to a more formalised approach to designing the best systems and utilising the most effective tools (activity documentation, mixed-methods investigative approaches, and experimental designs)
7. To invest strongly in, and consistently promote, cross sector working and best practice exchange as a resource for process and context innovation
8. Promote the creation of a benchmark for volunteer programmes that will allow for European wide comparison and standardisation.

(9) Curriculum is more often used to describe formal state education in the UK so the UK readers should understand only programme

### AT THE PARTNERSHIP LEVEL (EVALUATION GRID AND PRACTICE EXCHANGE LEVEL)

1. To promote the creation of a European network focused on exchanging good practice and developing standards for volunteer programmes within the CJS
2. To deepen the development of data collection tools dedicated to the study of volunteering practices in the justice systems of the European Union
3. To launch countries' mutual learning project proposals, based on the present research findings filling gaps and reinforcing strengths
4. Publicise annually the CJS volunteering results and impacts as a strategy to promote CJS volunteer sector organisations working in the sector.
5. Create partnership approaches to tackle communication and dissemination deficits and costs
6. Promote collaborative training to take advantage of scale and creativity to ensure a common baseline message and reduce delivery costs
7. Establish common minimum standards to assess the quality of volunteer organisations and/or programmes

### AT THE RESEARCH LEVEL

1. To deepen the study on voluntary practice within the CJS, namely through the development of large scale surveys that can reflect a more accurate (representative) picture of the subject
2. Improve the Evaluation Grid and Practice Exchange Framework to facilitate the evaluation of current volunteering practices, the identification of needs, the exchange of practices, and the organisation of mutual learning events and projects
3. To develop Key Performance Indicators that can track the evolution of volunteer programmes
4. Commissioning research to measure volunteering impact, volunteer satisfaction, life cycle and commitment

### AT THE POLICY LEVEL

1. Introduce quality standards on volunteer training, by creating basic requisites for volunteer training curriculum, programmes and trainers
2. Increase support for the exchange of volunteer programme practice, knowledge, and experience in the CJS, and emphasise its importance within EU funding programmes that address mobility, transnational exchange and mutual learning.
3. Support the creation of measures and tools, which will facilitate the exchange of practice, experience and knowledge between volunteer involving organisations within the CJS.



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# Glossary

## ORGANISATION'S INTERVENTION TYPE

### **SPECIALISED**

Works exclusively in one area of service, carrying out a specific intervention

### **MULTIPACK**

Works exclusively in one area of service, covering different aspects of service delivery in that area

### **VOLUNTEER BANK**

Provides volunteers for other organisations

### **GENERIC**

Works in several areas of service

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## PLANNING

### **EMBEDDED PLANNING**

Flexible and ongoing planning strategy.

### **REACTIVE PLANNING**

Planning is carried out as a response to changes that affect the organisation or programme.

### **CRYSTALLISED PLANNING**

A planning process was conducted in the organisation's beginning or initial stage, but no formal planning efforts have been conducted since then.

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## WORK STRATEGY ORIENTATION

### **GOAL ORIENTED**

The volunteer programme is focused on a clearly defined goal.

### **TARGET GROUP ORIENTED**

The volunteer programme is focused on a specific target group

### **INSTITUTIONAL/PROCESS ORIENTED**

The volunteer programme is focused on organisational structure and procedures and/or in processes and activities

## NEEDS EVALUATION

### GOAL FOCUS

The volunteer programme needs are connected to the attainment of a clearly defined goal.

### INTEGRATED FOCUS

The volunteer programme is built around a set of identified needs.

### OPEN FOCUS

The volunteer programme needs that are not previously defined, but depend on a process of continuous assessment.

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## EVALUATION TYPE

### BENEFICIARY SATISFACTION BASED

The evaluation design is exclusively built around the programme beneficiaries' satisfaction towards the programme's activities.

### MIX METHODS EVALUATION

The evaluation design combines different methods to ensure a more robust analysis of the selected evaluation questions.

### EXPERIMENTAL DESIGN

Evaluation design that compares the results of two groups to show that a given intervention is the cause of a given outcome. One group receives the intervention while the other does not, and the assignment of cases to each group is random.

### QUASI-EXPERIMENTAL DESIGN

Same as experimental design but the case assignment to the study groups is not random, but based on case similarity on relevant characteristics.

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# Annexes

## **Annex 1**

Data collection tools: Evaluation Grid and Practice Exchange Framework

## **Annex 2**

Practice Exchange Framework content analysis table

## **Annex 3**

Evaluation Grid data analysis tool

# Justice Involving Volunteers in Europe

# JIVE



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